

THE FOREIGN SERVICE JOURNAL

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Kyle Longton,
AFSPA CEO



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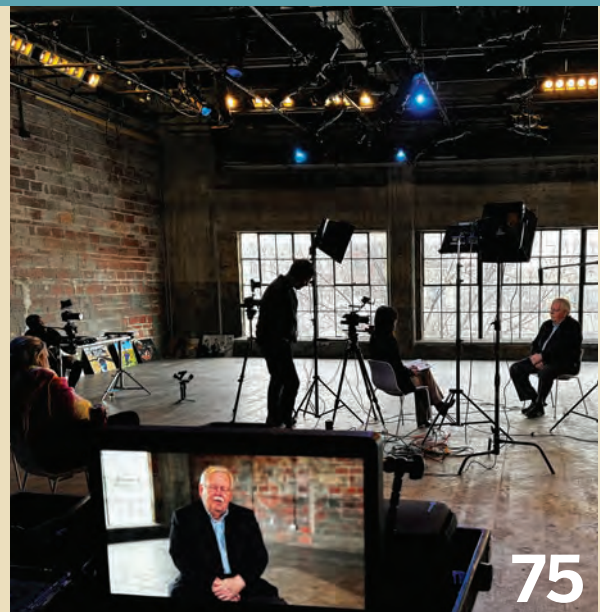
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Building on 100 Years of Service

BY TOM YAZDGERDI

As we celebrate the rich history of the Foreign Service in this centennial edition, I have been inspired by the dozens of entries we received for the *Journal's* Centennial Writing Competition and the contributions for our “Foreign Service Proud: 100 Words for 100 Years” campaign.

I was honored to be one of the judges for this writing competition that asked contestants to describe the ideal Foreign Service for the next century. There were so many creative ideas and compelling narratives that it was difficult to choose a winner and the two runners-up.

The experience got me thinking about what I would want to see in the next 100 years for our Foreign Service. I would hope that well before that next milestone, we would see a Foreign Service that:

- Fully supports its members, leaving us free to engage our counterparts overseas without worrying about our partners, our kids, our elderly parents, and our pets.
- Promotes transparency and fairness in the assignments and promotion processes.
- Has the resources for effective preventive and accountability measures that address bullying behavior and toxic work environments.

- Values and supports generalists and specialists equally, and fully values locally employed staff, consular fellows, and Foreign Service family members.



specialists equally, and fully values locally employed staff, consular fellows, and Foreign Service family members.

- Remains highly competitive to join but without systemic barriers that have reduced diversity.

- Includes and respects all voices.
- Continuously learns, accesses, and uses cutting-edge, emerging technology and data science to further its mission.
- Receives appropriate funding from Congress to win the global strategic competition and where career ambassadorial nominees are respected, not subject to partisan intrigue, routinely confirmed, and account for the vast majority of chief of mission appointments.

- Is, most important, supported by the American people, who understand the link between what we do and the security and prosperity of our country.

We were bowled over by the number of our members who chose to take part in the FS Proud campaign. Reading these inspirational entries, it is impossible not to be filled with an immense sense of pride. What we do really matters.

This is true on the macro level as we work through disasters, crises, and coups. But it also matters on the “human level”—as official Americans, we represent our country to the local government and demonstrate for their citizenry the best our country has to offer.

What comes across in the FS Proud narratives is the sacrifice and dedication that are the hallmarks of our profession.

If you'll indulge me, I have my own FS Proud tale to tell: It was the fall of 2007, and I was the political-economic chief in Pristina. The talks between Serbia and Kosovo, meant to lead to an agreed-

on final status for Kosovo, were going nowhere. It was clear that the only way for Kosovo and the region to move forward peacefully was through independence.

Under the ambassador's skillful direction, my colleagues and I across the many agencies at post worked tirelessly with the staffs of the prime minister and president and individual members of parliament (MPs) to help lay the groundwork for what would culminate in Kosovo's Feb. 17, 2008, declaration of independence. We assisted the Kosovars in drafting a constitution that secured their rights and liberties and in lining up support from influential countries so the declaration would have widespread credibility from the start.

Showing the respect and admiration they had for the United States, the Kosovars asked for an American to participate in the committee to choose the new country's flag and national anthem—and I was that American. They also honored us by having each MP sign the declaration of independence, recalling what our Founding Fathers did so many years ago.

It's not every day that you are present at the creation of a new country. I owe a debt of gratitude to the Foreign Service—no other profession would have offered me the opportunity to be an integral part of such a moving and historic event.

Wherever you are, please use this centennial opportunity to share your FS story with your local media, representatives and senators, academic institutions, world affairs councils, and more.

Thanks for what you do—and here's to another 100 years! ■

Tom Yazdgerdi is the president of the American Foreign Service Association.

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Born Together in 1924

BY SHAWN DORMAN

September 1924 *American Consular Bulletin:*

"Resolution No. 1: 'Whereas, in view of the enactment of legislation constituting a Foreign Service of the United States (Rogers Act), the organization of a Foreign Service Association and the publication by the Association of a Foreign Service journal, for the purpose of fostering and promoting an esprit de corps throughout the Service and for the purpose of advancing the interests of the Service in legitimate and appropriate ways, is deemed both opportune and desirable, therefore be it Resolved, By the American Foreign Service officers in the city of Washington assembled in this meeting, that a Foreign Service Association be organized to which all career officers of the American Foreign Service shall be eligible for membership.'"

With those founding words from our predecessors, we launch this centennial edition of *The Foreign Service Journal*. Our aim here is to both honor the past—the history of the Foreign Service and AFSA and the *Journal*—and look to the future.

Secretary of State Antony Blinken leads the Focus with an inspiring message to the Foreign Service, including these words:

"You've represented our nation with courage, character, and a commitment to our highest ideals. You have done this work in danger-



Shawn Dorman is the editor of *The Foreign Service Journal*.

ous places; so many of you have served thousands of miles away from your loved ones. As times have changed, you've adapted, advancing new missions, learning new skills, and engaging in innovative ways with more audiences. No matter the challenge, and no matter the odds, you've shown time and again that the Foreign Service doesn't back down. You dive in."

We then hear from two distinguished former Secretaries of State—Hillary Rodham Clinton and James A. Baker, III.

USAID Administrator Samantha Power offers a tribute to the USAID Foreign Service. Foreign Agricultural Service Director General Mark Petry discusses the vital significance of AFSA as a voice for small agencies.

AFSA President Tom Yazdgerdi offers hopes for the FS future in "Building on 100 Years of Service," while AFSA Retiree Vice President John Naland (a former AFSA president) gives a concise look at "AFSA and the Evolution of the Foreign Service Career."

The *FSJ* team compiled a lively record of moments from the history of AFSA and the Foreign Service, with illustrations and text drawn from the pages of the *Journal* over the last century. If you view this online, you can click on any excerpt and reach the full original story in our digital archive.

Tapping our membership, we feature 60 microstories about moments that made them "Foreign Service Proud: 100 Words for 100 Years."

Closing out the Focus is the first-place essay from the *FSJ* Centennial Writing Competition, FSO Toby Wolf's "A Look

at the Ideal Foreign Service for the Next Generation." Look for the second- and third-place essays in the June and July-August editions, respectively.

In other exciting centennial news, we are about to publish the fully updated second edition of the AFSA-Foreign Service history book, *The Voice of the Foreign Service*, by Harry Kopp. Get the whole story there. Pick up a copy at AFSA or order online at afsa.org/fsbooks.

Our gratitude goes out to the FS community for chiming in and speaking up about and for the Foreign Service. As we know from our founding documents, AFSA and this magazine only exist because of you—and for you. We look forward to honoring the tradition and amplifying your voices for the next 100 years. ■



October 1924 *American Foreign Service Journal:*

"Readers of the *American Consular Bulletin* will recognize in this, the first issue of the *American Foreign Service Journal*, the traits with which an honorable heredity has endowed it, for it owes its existence to the fortunate legacies of goodwill and finance, bequeathed it by the *Bulletin*, which, phoenix-like, died to give it birth. Mindful of these legacies, the Editors of the *Journal*, representing both branches of the Foreign Service, desire to make it plain that the future of this magazine lies entirely with its readers, who are at the same time its owners, managers and contributors."

Measuring an FSO's Effectiveness

In 1974, when serving as a consular officer in Abu Dhabi, Ambassador John Limbert helped my mother return to the United States under difficult circumstances.

She was a toddler. She had been kidnapped by my grandfather to one of the Gulf states when a U.S. court awarded custody to my grandmother. It was a dangerous situation, and without assistance, her prospects in life were grim.

Amb. Limbert's acts at that time enabled my mother to return to the United States and, eventually, start an American family.

I recently joined the Foreign Service, and during the last few months, I have reflected on my family history and what it means to serve.

To me, this episode demonstrates the interconnectedness of our work; but it also shows how difficult it is to appraise the results of our actions. We have lots of performance metrics, but it's much harder to capture the implications.

As I see it, the measure of effectiveness of Amb. Limbert's actions is an American family that would not have existed but for the kindness and diligence of a Department of State employee in 1974.

Today, some 50 years later, I am grateful for the opportunity to contribute to our mission.

A New FSO

San Francisco, California

The "Career Taper" Problem

In the March 2024 *FSJ*, Retiree Vice President John Naland mentions in passing that he would "support raising the mandatory retirement age to 67 to match the full Social Security retirement age." I agree and would highlight a separate but related issue, which I will call "career taper."

An example will demonstrate what I mean: A 63-year-old officer may not bid

on a three-year deputy chief of mission assignment because they would not be able to complete it before mandatory retirement. As a result, officers approaching retirement age must "taper" their ambitions to fit their time remaining.

While changing the retirement age would require legislation, I wonder if this problem could be fixed by policy. Specifically, for officers who are paneled to a job before their 65th birthday, an automatic career extension would be provided, ending at the conclusion of that tour (with no extensions allowed).

Although the Supreme Court has ruled that mandatory retirement itself is not discriminatory, it appears that these restrictions prior to retirement may be. After all, the Age Discrimination in Employment Act (ADEA) prohibits discrimination in any aspect of employment, including job assignments.

George N. Sibley

FSO, retired

Nordland, Washington

Championing Diversity

I commend AFSA and AFSA President Tom Yazdgerdi for continuing to champion diversity in the State Department. In the March 2024 President's Views, however, this sentence gave me pause: "Miami Dade College (MDC), with the largest undergraduate enrollment of any college or university in the country, can be a rich source of talent for the Foreign Service and help the department and other foreign affairs agencies better reflect the face of America abroad and at home."

This should not be news. We have had Diplomats in Residence (DIR) based at MDC—and Florida International



University—for decades. At least within the Bureau of Global Talent Management, these Hispanic-Serving Institutions are well known and a focus of recruitment.

Touching on several other topics raised there—the Foreign Service Officer Test (FSOT) and the Foreign Service Officer Assessment (FSOA)—one of the most heartbreaking experiences I had as a DIR was to find that so many enthusiastic and talented candidates at these schools come away disappointed when they are unable to overcome these hurdles and, as a result, lose interest in the department.

I know the Board of Examiners (BEX) has taken many a deep dive as to why standardized tests and other screening tools disadvantage certain groups, so I'm happy to see the department and AFSA discuss and experiment with alternate methods.

Edward Loo

FSO, retired

Diplomat in Residence, South Florida (2012-2015)

McLean, Virginia

Diplomatic Treasures

I have no connection to the Foreign Service but was very excited to see the March 2024 Speaking Out by Glyn Davies, "Needed: A New Approach to Protecting America's Diplomatic Treasures."

Because the article was so interesting, if also somewhat esoteric, and so aligned with my interests, I thought I would write to give it a thumbs-up.

As an art collector and someone concerned with the preservation of architecture and art, I found the article by Ambassador Davies very well researched. I totally agree that a timely approach to the conservation of the collection of diplomatic buildings and artifacts is something that should not be neglected.

Perhaps some lesser works gathering dust could be sold at auction and the proceeds realized used for conservation?

Andrew Fayle

FSJ reader

Isla Mujeres, Mexico

1950s AFSA

In his article “AFSA’S First Hundred Years” (January-February 2024 *FSJ*), Harry Kopp cites a characterization of AFSA from the 1950s into the 1960s as an “effete club of elderly gentlemen.”

As an elderly individual myself, I’d like to say a word in defense of AFSA presidents in that period (along with their ages at the time): George Kennan (46), Robert Murphy (61), Charles Bohlen (67), U. Alexis Johnson (55), Livingston Merchant (51), and Lucius Battle (44). Not exactly a gerontocracy!

As noted below, not all former AFSA presidents qualified as “gentlemen.” The greatest threat to the Foreign Service in the 1950s was the persecution of FSOs, notably the “China hands,” on spurious security grounds. AFSA’s response to this challenge was decidedly mixed.

George Kennan was forced out of the Foreign Service in part due to his efforts in support of John Davies. And in a January 1952 *FSJ* editorial, AFSA took a strong stand on behalf of another China hand, John Service: “For the American people a fundamental of law and government has been contravened.

... Every effort must be made in our collective self-defense to utilize all available means ... to make certain that justice prevails in the case of the loyalty of John S. Service.”

Service’s purgatory, which lasted for seven more years, was cruelly ended by

a confidential memorandum placed in his personnel file on Aug. 11, 1959, by Loy Henderson, an FSO, Career Ambassador, and former AFSA chairman (1945-1946), who served as State’s top management official from 1955 to 1961.

Henderson’s biographer, historian H.W. Brands, attributes this assignment primarily to the fact that his “conservative credentials were in impeccable order.” States Brand: “Henderson’s distrust of New Dealers was a matter of record. ... When McCarthy blasted the department and foreign service ... he excepted Henderson by name.”

In the memo, Henderson stated: “Mr. Service’s action in the Amerasia Case was reprehensible and has brought serious discredit upon the Foreign Service. This fact should be given proper consideration by any Selection Board considering Mr. Service’s performance record.”

The memo destroyed Service’s career prospects, as Lynne Joiner points out in her book *Honorable Survivor: Mao’s China, McCarthy’s America, and the Persecution of John S. Service* (2009). McCarthy was dead, but his spirit lingered.

On Jan. 30, 1973, AFSA paid belated tribute to the China hands before a capacity crowd of 250 in the Benjamin Franklin Room. In his remarks to the gathering, John Service said: “I wish I could say that the Foreign Service itself has always supported the value of reporting and area expertise ... negative examples have not been few.”

As the China hands learned from bitter experience, not all their enemies were outside the tent.

Bob Rackmales
Foreign Service officer,
retired
Belfast, Maine ■



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Virginia House Resolution for FS Centennial

Virginia House delegates David Reid (D-28) and Paul Krizek (D-16) sponsored a joint resolution honoring the Foreign Service and AFSA on their dual centennials. The resolution passed on March 6. AFSA retiree member Jim Meenan was instrumental in getting the resolution drafted.

Meenan approached Del. Reid at a community event in Ashburn, Va., to propose the idea of a resolution, and, said Meenan, the result was an “outstanding document highlighting the history of the Foreign Service and the devotion of its members.”

The resolution notes that more than 13,900 Foreign Service members are currently posted at 279 diplomatic missions around the world and that more than 321 have died in the line of duty. It also recognizes passage of the Rogers Act, which created the modern Foreign Service.

Since then, the resolution reads, “the United States Foreign Service has carried out vital diplomacy, implementing the foreign policy of the United States, and provided assistance to American citizens living, working, and traveling abroad.”

The resolution continues: “Members of the United States Foreign Service continue to provide accurate information, expert counsel, and wise guidance to policymakers, the media, and scholars.”

The FSOA Goes Virtual

Beginning with candidates who took the Foreign Service Officer Test (FSOT) in February 2024, the department is moving to a fully virtual Foreign Service Officer Assessment (FSOA).

The move “significantly increases accessibility for candidates” by eliminating financial and other logistical hurdles that have prevented some qualified candidates from applying.

“We knew for a fact that we were losing good candidates who simply couldn’t afford it,” Deputy Assistant Secretary for Global Talent Management Lucia Piazza told Federal News Network (FNN).

This change to a fully virtual format follows nearly four years of conducting virtual Foreign Service Specialist Assessments (FSSA), which have demonstrated the benefits of a more accessible process while maintaining the rigor and effectiveness of the assessments.

AFSA President Tom Yazdgerdi said: “We’ve heard from our members who have asked, ‘Can you really size someone up virtually the same way you can in person?’ The department says, ‘Yes, we can.’ We have an open mind and have seen a preliminary demonstration, so we are hopeful this will work.”

The virtual test retains the same three components—a case management exercise, a group exercise, and a structured interview. The “13 dimensions” for evaluation have changed somewhat, and there are now 11 total.

Piazza said the new test is “streamlined, tighter and more closely tied to the skills that we believe we need in our diplomatic corps.”

The other change is in the name, from FS “oral” assessment to FS “officer” assessment. Piazza told FNN the change recognizes that not everyone communicates orally. “We’ve had a number of candidates who communicate using sign language, and we want to make sure that we’re being inclusive,” she explained.

New CDIO Appointed

On April 2, Secretary of State Antony Blinken announced the appointment of a new chief diversity and inclusion officer (CDIO).

Zakiya Carr Johnson will lead the department’s Office of Diversity and Inclusion. She replaces the department’s first CDIO, Ambassador Gina Abercrombie-Winstanley, who served in the role from April 2021 until June 2023.

Carr Johnson worked at the State Department from 2010 to 2017 as a senior adviser and director of the Race, Ethnicity, and Social Inclusion Unit. She was also previously co-chair for the White House Inter-Agency Committee on Gender-Based Violence Monitoring and Evaluation.

Contemporary Quote

“I came into the business when it was still the Cold War, and it was very much a bipolar world. And then we had this moment where we thought, after the Soviet Union fell, that we would be able to knit both Russia and China into the democratic family. We would have this great lifting of all peoples in all boats. And then, of course, that became harder and harder. So what I would say is it’s essentially the same as it’s always been, that both our democratic allies around the world, but also countries that are fragile, countries that need support, will always look to the United States for help in coming up with democratic, free and open solutions.”

—Career Ambassador and former Under Secretary of State Victoria Nuland reflecting on her retirement from government on NPR’s Morning Edition, March 29.

NBC News reported that Carr Johnson will face a difficult task, pointing to a 2022 internal department survey that found 44 percent of respondents had experienced discrimination and 27 percent had reported harassment, including sexual harassment.

New Science Envoys

On March 13, the State Department announced the selection of four new U.S. science envoys whose job is to inform the department, other U.S. government agencies, and the scientific community about opportunities for international science and technology cooperation.

The program was established in 2010 by then-Secretary of State Hillary Rodham Clinton. Thirty scientists have previously been selected for the role, but this is the first time that the cohort has been all women. The new envoys—Dr. Rumman Chowdhury, Dr. Stephanie Diem, Dr. Sian Proctor, and Dr. Dawn Wright—were chosen “to take advantage of their expertise in key issues facing the world today: Artificial Intelligence; Fusion Energy; Civil Use of Space; and Ocean Sustainability.”

Sweden Joins NATO

On March 7, Sweden became the newest member of NATO, ending its 200-year policy of neutrality to join 31 other countries in the alliance.

NATO Secretary General Jens Stoltenberg said: “Sweden’s accession makes NATO stronger, Sweden safer and the whole Alliance more secure. Today’s accession demonstrates that NATO’s door remains open and that every nation has the right to choose its own path.”

Orbán Visits D.C.

Right-wing Hungarian prime minister Viktor Orbán visited Washington, D.C., on March 8, bypassing the current

100 Years Ago

Like Shifting Sands

Our consular service is poorly paid, perhaps underpaid, and yet there are redeeming features which render that work wonderfully attractive to those who have curiosity regarding strange places and peoples and who enjoy travel for travel’s sake. Indeed, it is difficult to read a long list of consular appointments and transfers without one’s imagination thrilling.

During the past week Secretary Hughes gave out such a list which is enough to induce a fellow to stoke his old kit bag and begin a world hike.

We see where fellows have been ordered out to such intriguing places as Tientsin, Darien, Callao, Nogales, Salaverry, Patras, etc. The latter two probably are spots the average man could not find on any map without some guidance, for although he might, from the name form, pick Patras as Greek, it would take some nosing about over the map to stop the little port near the entrance to that sheet of water of old formation known as the Gulf of Corinth.

But Salaverry, unless one were well up on South America,

would be more difficult to discover on the Peruvian coast.

However, it is not of the new appointments, even though they be to fascinating places, that we intend to speak, but of the weird shifts of consular locations recorded in Secretary Hughes’ order. Thus, Mr. Anslinger is to be moved from Hamburg to La Guayra—from the bustling city of North Germany struggling with after-war difficulties, to the ultra-Latin port of Venezuela. Harry V. Boyle is being shifted from Durban, South Africa, to the peaceful Isle of Tahiti, land of

Polynesian pippins made famous by artist and romancer, by Melville, Gauguin and O’Brien. Harry Campbell goes from Asuncion to Iquique, thus boring deeper into the strange heart of South America. ...

And thus the list continues juggling men from tropics to arctics, from wilderness to metropolis, from savage lands to civilization and back again. Yes, it’s the life!

—American

Consular Bulletin, May 1924, sent to the Bulletin by Consul General Alban G.

Snyder, printed first in the Times-Picayune of New Orleans.



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Podcast of the Month: *The Prof G Show* (<https://profgmedia/the-pod/>)

Couldn't get enough of Arthur Brooks' talk on happiness at the State Department on Feb. 23? You're in luck: Mr. Brooks also made a recent appearance on the *Prof G Show*, where he talked about "the pillars of happiness" more generally.

The popular *Prof G Show* is hosted by NYU professor, bestselling author, and entrepreneur Scott Galloway, who covers tech, business, and

artificial intelligence in an engaging manner that has won him almost 200,000 YouTube subscribers.

Past guests have included Admiral James Stavridis on the state of global affairs and journalist David Leonhardt on the state of the U.S. economy.



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administration to visit leaders of the Heritage Foundation, which has developed Project 2025 for the next Republican administration. The project aims to reshape the executive branch and, among other things, reinstate Schedule F, a controversial measure that would make certain civil servants in policymaking positions at-will employees and strip them of labor protections. Orbán also visited presumptive presidential nominee Donald Trump.

Havana Syndrome: Link to Russia?

On March 31, *60 Minutes*, *The Insider*, and *Der Spiegel* released a report and a *60 Minutes* broadcast based on a five-year collaboration that has now seemingly uncovered evidence that the Russian government was likely behind the attacks that cause anomalous health incidents (AHI), also known as Havana syndrome.

Evidence includes cell phone records, eyewitness testimony, and even a copy of an award given to a Russian military officer for his work on the "potential capabilities of non-lethal acoustic weapons during combat activities in urban settings."

The Foreign Policy Research Institute (FPRI) on April 1 released a detailed report on both AHI and previous incidents, including microwave bombardment on the U.S. embassy and ambassador's residence in Moscow dating back to the 1950s.

The State Department, the Pentagon, and the White House are all standing by their 2023 assessment that it is "very unlikely" the symptoms were caused by a foreign adversary. The Office of the Director of National Intelligence told *60 Minutes*, in part: "Most IC agencies have concluded that it is very unlikely a foreign adversary is responsible for the reported AHIs."

But FPRI reminds readers that "the historical record is clear—at one time during the Cold War, something very similar was done against American facilities and diplomats overseas. The Soviets weaponized the use of microwaves against American officials, which led to debilitating illnesses, and some US officials hid this truth for decades." The FPRI report also links to the January-February 2022 *FSJ* article "Before Havana Syndrome, There Was Moscow Signal."

Meanwhile, two medical studies conducted by the National Institutes of Health (NIH) and published on March 18 in the *Journal of the American Medical Association (JAMA)* looked at more than 80 individuals who claim to have fallen victim to AHI, comparing their brains to those of healthy people. The studies found no clinical signs or brain image indications to explain their symptoms, though Dr. Leighton Chan, who led one of the NIH studies, said despite the lack of clinical findings, "these individuals have real symptoms and are going through a very tough time." Chan added: "Individuals with functional neurological disorders of any cause have symptoms that are real, distressing, and very difficult to treat."

The new studies contradict a 2018 *JAMA* study that found signs of "possible acquired brain injury from a directional exposure of undetermined etiology" in U.S. government personnel who had served in Havana.

In a March 18 *JAMA* editorial, Dr. David Relman, co-chair of a panel of experts convened by the intelligence community in 2020, details "multiple problems" with the new NIH studies, arguing that the way they were conducted was "simply asking for trouble."

AFSA continues to advocate for those affected by the mysterious illness and has urged the State Department to investigate the claims in the *60 Minutes* broadcast.

More Diplomats to Kyiv

On March 8, *Foreign Policy* reported that "up to 30 to 40 additional staff" would be assigned to the U.S. embassy in Kyiv to help oversee military aid and other forms of assistance that have been flowing into Ukraine since the Russian invasion in February 2022.

Diplomats will also be allowed to travel freely throughout the region, from the cap-

ital city to the Belorussian border, without prior approval from the White House.

Former U.S. ambassador to Ukraine William Taylor told *FP* the embassy is “over-worked and understaffed,” but the staffing increase should help ease the burden.

U.N. Resolution on AI

On March 21, the United Nations adopted a nonbinding, U.S.-led resolution on artificial intelligence (AI) safety protocols. The resolution was co-sponsored by more than 120 nations.

The resolution calls on member states to seize “the opportunities of safe, secure and trustworthy” AI systems that respect international law and human rights and address global challenges including poverty elimination, global health, food security, climate, energy, and education. The resolution was adopted unanimously.

On April 1, another AI agreement was signed, this time between the U.S. and the U.K. The two countries announced a partnership to accelerate work “across the full spectrum of risks, whether to our national security or to our broader society,” according to U.S. Secretary of Commerce Gina Raimondo.

Generals Blame State for Evacuation Woes

At a March 19 House Foreign Affairs Committee hearing, retired general Mark Milley, former chair of the Joint Chiefs of Staff, and retired general Kenneth McKenzie, former commander of U.S. Central Command, both blamed the State Department for problems with the August 2021 evacuation from Afghanistan.

McKenzie told the committee that, while the department had an evacuation plan, their military counterparts “struggled to gain access to that plan.” Milley said the department’s decision to evacuate U.S. citizens “came too late.”

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New Spending Bill Bans Pride Flags

On March 23, the Biden administration endorsed a \$1.2 trillion spending deal including a provision that limits the types of flags that can be flown at U.S. embassies overseas, effectively banning the flying of the Pride flag. This bill would reverse the 2021 State Department authorization allowing Pride flags to be flown at government buildings.

White House Assistant Press Secretary Michael Kikukawa told *Forbes* that “President Biden believes it was inappropriate to abuse the process that was essential to keep the government open by including this policy targeting LGBTQI+ Americans.”

Kikukawa added: “While it will have no impact on the ability of members of the LGBTQI+ community to serve openly in our embassies or to celebrate Pride, the Administration fought against the inclusion of this policy and we will continue to work with members of Congress to find an opportunity to repeal it.”



U.S. Ambassador John Sullivan and DCM Bart Gorman raise the Pride flag at Embassy Moscow on June 25, 2021.

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Haiti Evacuation

On March 10, as local gangs took control of the capital city of Port-au-Prince, the U.S. military arrived in Haiti to strengthen security at the U.S. embassy and to evacuate nonessential personnel from the mission, according to NBC News.

Family members and others had already left post in July 2023.

Haiti's Prime Minister Ariel Henry was in Kenya to finalize a U.N.-approved deal to send a Kenyan-led international police force to Haiti when gangs attacked the main airport, shutting it down and preventing Henry from returning to the country.

On March 17, the State Department chartered a flight to evacuate U.S. citizens

to Miami. On March 20, Reuters reported that the department chartered helicopters to fly to neighboring Dominican Republic, continuing the evacuation.

Although the State Department has been warning U.S. citizens not to travel to Haiti since at least 2020, there were still hundreds of Americans in country and trying to leave as of late March.

Silence on Sudan

U.S. Ambassador to the U.N. Linda Thomas-Greenfield penned an op-ed on human rights violations during the Sudanese civil war, writing on March 18 in *The New York Times*: "The world's silence and inaction need to end, and end now."

Thomas-Greenfield called on the U.N. to "appoint a senior humanitarian official

based outside Sudan to advocate humanitarian access, scale up relief efforts, and mobilize international donors."

On Feb. 26, President Biden appointed Tom Perriello as special envoy for Sudan. A release announcing the appointment stated that Perriello "re-joins the Department having previously served as the Special Envoy for the Great Lakes and the Democratic Republic of Congo and as the Special Representative for the second Quadrennial Diplomacy and Development Review."

The U.N. Security Council called for an "immediate cessation of hostilities" on March 8. ■

This edition of Talking Points was compiled by Donna Scaramastra Gorman.

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SCAN ME

It's Up to Us to Implement the Learning Policy

BY DON JACOBSON

Publication of its new Learning Policy in September 2023 was a watershed moment for the State Department. For the first time, the department's leadership has made the creation of a culture shift regarding training and education an explicit priority. Achieving this goal would be transformational, as it would significantly enhance the capacity of our organization while fostering motivation throughout our ranks.

The Learning Policy includes a number of important components that are a big step forward, such as 40 hours of professional development per year for all direct hire employees, eligible family members, and locally employed (LE) staff. It also encourages widespread use of individual development plans (IDPs). These measures provide a firm foundation, but we cannot allow them to become mere box-checking exercises.

Culture is the cumulative effect of individual behaviors, so creating a "learning culture" will require we achieve a critical mass of managers who make developing their people a central part of how they lead.

My favorite definition of leadership comes from John Mellecker, a former

It is important for managers to model a commitment to continuous learning.

financial services executive: "Leadership is the creation of an environment in which others are able to self-actualize in the process of completing the job." Below I outline eight practices managers can use to develop the next generation in the process of getting the job done.

PRACTICE #1

Hold One-on-One Meetings

Weekly (or biweekly) one-on-one meetings are a leadership superpower. One-on-ones are a great way to get to know your direct reports and learn about their strengths, motivations, and goals. Done well, these meetings can foster psychological safety, which is necessary for candor and strong teams. (Candor is like oxygen for an organization.)

Regularly scheduled one-on-ones are also a critical tool for ensuring we are getting diversity, equity, inclusion, and accountability right. Our priority as managers should be to get the best out of every employee. Weekly one-on-ones enable us to get to know every one of our direct reports and ensure they feel seen and have opportunities to discuss their ideas and professional development with the boss.

I have encountered employees who go months without a one-on-one conversation with their boss. This makes them feel invisible, which is a *horrible* feeling.

Weekly one-on-ones do require a time commitment, of course, so it's important to put them on the calendar. Early in my career as a manager I realized one-on-ones would be useful, but I failed to put them on my calendar. As a result, they got squeezed out by the press of day-to-day work.

Once I started scheduling them, I found that they saved me time because we were able to identify and solve problems when they were still small. I now spend much less time putting out fires and more time engaging with my people.

Researcher Steven Rogelberg estimates that half of all one-on-one meetings are conducted in an ineffective manner, so it's important to learn to do them well. I highly recommend Dr. Rogelberg's book *Glad We Met: The Art and Science of 1:1 Meetings* and his November 2022 *Harvard Business Review* article, "Make the Most of Your One-on-One Meetings."

PRACTICE #2

Make It Safe to Ask for Help

During my first "get to know you" one-on-one with each employee, I share that I have three pet peeves: "Rudeness to Our Customers, Rudeness to Colleagues, and Not Asking If You Don't Know How to Do Something." That last one is designed to counter a common



Don Jacobson joined the Foreign Service in 1992 and has led some of the State Department's largest consular operations, such

as those in Mexico, Brazil, and India. He currently serves as acting deputy assistant secretary for passport services.

fear among new FSOs that it is not safe to show they don't know everything.

Our work is complex, and no one was born knowing how to do it. Asking for help is a sign of strength and courage, while failing to do so can waste time and create the need for unproductive re-work.

PRACTICE #3

Delegate Effectively to Develop Your Employees' Skills

Managers often fall into the trap of not delegating because they believe it is easier to complete a task than to delegate it. That may be true in the short run, but if we persist in doing things that others would benefit from learning, we will be ridiculously busy while our teams are frustrated and underdeveloped.

Effective delegation does take some time up front, but by making that investment we can help our team members improve their job skills and motivation—and we, as managers, will have more time to think strategically and develop our team. Two helpful (and short) books about delegation are *The One Minute Manager Meets the Monkey* and *If You Want It Done Right, You Don't Have to Do It Yourself!*

It's important to remember that delegation involves a conversation, and the employee needs to leave that conversation with a clear understanding of the desired outcome, how the task ranks with other priorities, when it is due, and how to get help if they become stuck.

PRACTICE #4

Invite Innovation

My first supervisor in the Foreign Service put in my work requirements that he wanted me to take a hard look at the whole operation and make recom-

mendations for improvement. I took him literally and had a blast with it.

I proposed many ways to make the operation more efficient or improve service. Not all my ideas were ready for prime time, but it was incredibly motivating to know that my supervisor was open to my ideas—and exciting to see some of them make a difference.

I found that practice so motivating that, when I became a manager, I wanted my officers to have that same feeling. I put that mandate to look for better ways of doing things in the work requirements of all my officers once I became a supervisor and have continued that practice throughout my career.

When I started managing frontline supervisors, I added a line in their work requirements saying that I expected them to elicit innovative ideas from their teams. I wanted to make sure they didn't quash good ideas from the front lines.

This practice is also a great way to grow leaders. Effective leaders take ownership of their sphere of influence and work with the team to make things better. Getting more junior employees in the habit of identifying problems and *owning* them prepares them to do the same when they are in positions of leadership.

The experience of implementing their innovative ideas also gives them valuable practice working across organizational boundaries, influencing others, and obtaining resources.

PRACTICE #5

Give People Feedback to Help Them Succeed

Giving feedback is a fundamental part of every supervisor's job. When preparing to deliver feedback, it's important to approach the conversation with the intention of *helping the employee be*

successful. Be curious about what led to the behavior requiring correction. It's important to remember that we do not know what is going on in the lives—or heads—of other people.

Just deliver the feedback and then let them talk. If you start with anger or a punitive mindset, the conversation is likely to harm the relationship and/or cause performance to deteriorate further.

Avoid making the feedback feel like a personal attack. Adjectives like "unprofessional" or "lazy" will simply make the person defensive and resentful. Pare the message down to its essence: the specific behavior you observed and the impact that behavior had.

It's also important to make the feedback future-focused (i.e., explain what behaviors you want to see going forward). If you only focus the conversation on what the employee did wrong, it may feel like you are punishing them.

Also, don't forget to give positive feedback. Even the best employees may become unsettled if they aren't sure where they stand with the boss. Gallup's research indicates that employees benefit from having positive interactions with their supervisor at least weekly.

PRACTICE #6

Host Professional Development Days

Since 2005 the Bureau of Consular Affairs has asked consular sections around the world to set aside one day per month for professional development. Consular Development Days can include brainstorming sessions, formal training sessions, guest speakers, team activities, and time for special projects. We have found that the busiest sections often need this time the most—and productivity typically increases the rest of the month because this practice

Investing in the development of the department's next generation is the most sustainable way to accomplish our mission.

creates space for process improvement and upskilling.

If you start carving out time for professional development each month, it is helpful to delegate the planning to a nonmanager. Managers tend to be very busy, and this can be a great developmental opportunity for members of the team. If a full day of professional development sounds like a luxury, start with half a day each month and assess the impact over time.

And, yes, it's also important to send people to training at the Foreign Service Institute. Formal training is a critical part of our development. However, it's only one piece of the puzzle—and one that only a limited number of people can access when assigned overseas.

PRACTICE #7 **Use Individual Development Plans**

One major element of the Learning Policy is 40 hours a year of developmental time for every department employee, including direct hires, EFMs, and LE staff (where permitted by local law). It's important to be strategic about how employees use this time. IDPs, which are also recommended by the Learning Policy, are a great way to do so.

IDPs are widely used by the department's Civil Service employees but have rarely been used in the Foreign Service. Let's change that. An IDP is a nonbind-

ing agreement between the employee and their supervisor that outlines the employee's learning goals and planned developmental activities for the next year or two.

The employee should create the first draft and then discuss it with their supervisor. The supervisor's role is to ensure that the activities on the IDP align with both the needs of the organization and the developmental needs and goals of the employee.

PRACTICE #8 **Learn Constantly**

It is also important for managers to model a commitment to continuous learning. One way to do that is to establish a disciplined habit of professional reading. Read about leadership and/or become a devoted student of the issues you are working on (including the history and culture of the country where you serve).

Another great source of learning is to reflect on—and derive lessons from—the biggest challenges you have faced, whether it was a major crisis, a huge management challenge, or a bad boss. Bad bosses can be phenomenal sources of learning. The lessons are painful, but they can be transformational if you reflect on them and commit to creating a positive climate for the people working for you.

Sometimes it will be useful to seek outside leadership opportunities

through volunteer work or hobbies. The first time I served in Washington I was in a nonsupervisory role. I missed leading teams, so I sought leadership opportunities outside of work.

Leading in a volunteer context provides a whole different set of challenges, because you have no leverage over the other volunteers. I learned a lot about engaging people and the importance of asking them directly to contribute in specific ways.

Finally, ask for feedback. We all have blind spots. As leaders we can have the best of intentions, but there is inevitably a gap between our intentions and our impact. Feedback is the only way to find out what that gap involves.

What About Results?

Ultimately, of course, our goal as leaders is to accomplish the State Department's mission: To protect and promote U.S. security, prosperity, and democratic values and shape an international environment in which all Americans can thrive. *How* we do that matters.

While it is tempting to take shortcuts in the interest of achieving short-term goals, investing in the development of the department's next generation is the most sustainable way to accomplish our mission and creates an environment in which our own employees can thrive. Let's work together to build a learning culture at State. ■

Speaking Out is the *Journal's* opinion forum, a place for lively discussion of issues affecting the U.S. Foreign Service and American diplomacy. The views expressed are those of the author; their publication here does not imply endorsement by the American Foreign Service Association. Responses are welcome; send them to journal@afsa.org.

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FOCUS ON CENTENNIAL CELEBRATION

BY ANTONY J. BLINKEN

Looking to the Future

Right now, our world is facing profound tests: The development of new technologies like artificial intelligence. The mounting effects of the climate crisis and the demands of the clean energy transition. The emergence of new powers and an escalating strategic competition. The persistence of deadly conflicts that fuel dire humanitarian crises and threaten regional, and even global, instability.

In a moment like this one, American diplomacy is critical. The only way to solve problems today—and seize opportunities for tomorrow—is to work closely with our allies, learn from experts across the globe, and collaborate with leaders from civil societies and the private sector.



That's why we've revitalized the power and purpose of American diplomacy, boosting our competitiveness at home and investing in our global network of partners.

But today, as for the last 100 years, the effectiveness of our diplomacy also comes from the strength of our Foreign Service.

For a century, the U.S. Foreign Service has helped solve global problems and shape a more open, secure, and prosperous world for Americans and for people in other countries. You've represented our nation with courage, character, and a commitment to our highest ideals. You have done this work in dangerous places; so many of you have



U.S. STATE DEPARTMENT/RON PRZYBYCH

Secretary Blinken holds a meet and greet with U.S. Embassy Georgetown staff and families in Georgetown, Guyana, on July 6, 2023.

Antony J. Blinken is the 71st U.S. Secretary of State.



Secretary Blinken hosts a town hall at the Chiefs of Mission Conference at the U.S. Department of State in Washington, D.C., on June 22, 2022. He is joined on stage by Director General of the Foreign Service and Director of Global Talent Ambassador Marcia Bernicat.

served thousands of miles away from your loved ones. As times have changed, you've adapted, advancing new missions, learning new skills, and engaging in innovative ways with more audiences.

No matter the challenge, and no matter the odds, you've shown time and again that the Foreign Service doesn't back down. You dive in.

As a former junior staffer at State, I know what it's like to work long nights, on short deadlines, just to do it all again the next day. And as a father of two young kids, I know how it feels to miss important moments with them because you're trying to make life a little better for their generation.

As Secretary, I also know just how many people are counting on our Foreign Service, in so many different ways. You're helping small business owners reach new global markets, providing scholarships for college kids to study in another country, and protecting Americans by disrupting the supply chains that bring fentanyl into our communities. You're resettling refugees from Ukraine and Afghanistan, supporting conservationists who are protecting the environment, and leading critical

negotiations to end conflicts. The work you do reaches far and wide.

So, since Day One, it's been a top priority for me to invest in our Foreign Service. We need to continue to build a diplomatic corps that looks like the country it represents, gives everyone the chance to learn and grow, and empowers our people to share their ideas and contribute their full talents and potential.

You play an essential role in these efforts. As members of AFSA, through employee organizations, and within your own teams, you've worked to build a better Foreign Service, one that's more agile, more inclusive, and more effective.

It's just one more way that you're following in the footsteps of those who came before you—and helping make the future a little brighter.

Wherever, and however, you serve, I'm proud to be your Secretary, and I'm grateful for all you do to deliver for people across our country and around the world.

Thank you. ■



Secretary Blinken holds a meet and greet with employees and families of U.S. Consulate Lagos in Lagos, Nigeria, Jan. 24, 2024.



FOCUS ON CENTENNIAL CELEBRATION

BY HILLARY RODHAM CLINTON

At the Center of Smart Power

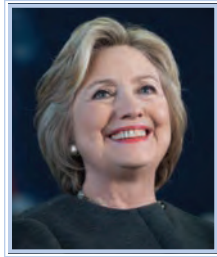
*Dear Members of the Foreign Service and
American Foreign Service Association,*

I am pleased to extend my heartfelt congratulations and gratitude as you celebrate 100 years of advancing American interests abroad. Though often unsung on the front pages of newspapers or on cable news, your daily work is vital to our nation's security, values, and prosperity.

It was the privilege of a lifetime to serve alongside many of you as Secretary of State from 2009 to 2013. Together, under President Barack Obama's leadership, we restored America's commitment to diplomacy and rebuilt our reputation in the world. We started the pivot to Asia and revitalized the trans-Atlantic alliance. Together, we put women's rights, gay rights, and human rights at the center of American foreign policy. We pioneered new forms of economic and energy statecraft that the Biden administration is now taking to the next level. We built global coalitions to curb nuclear proliferation, tackle climate change, and promote democracy.

And we made important internal changes, too. We made it easier for Americans to change the sex listed on their passports, explicitly protected employees and job applications against discrimination based on gender identity, and extended the full range of legally available benefits and allowances to same-sex domestic partners of Foreign Service staff serving abroad. I hope you're as proud of this record of accomplishment as I am.

I'm also proud that so many of you continue to build on the foundation we laid. The Biden administration has done a remarkable job defending democracy in Ukraine, expanding NATO, and facing down Russian aggression. You've skillfully managed the challenge from China and used creative diplomacy in the Indo-Pacific. You've strengthened our alliances and partnerships around the world and stood up for our values.



Of the "three Ds," defense often gets the most attention (and the most money). But readers of this journal know better than anyone the enduring power of diplomacy and development to keep us safe and to promote our interests around the globe. Diplomacy and development take creativity, patience, and determination. They're not for the faint of heart and not always glamorous. It's like what Max Weber said about politics: it's the long, slow drilling of hard boards. But through times of peace and conflict, the Foreign Service has been at the center of what I still call "smart power." It's only possible because of your talent, dedication, and persistence.

I remember learning that in the weeks and months after major attacks against the United States, applications to the Foreign Service went up. People want to serve our country, even when it means being in harm's way. Nothing speaks more to the character and dedication of those who represent our country around the world, including all of you.

As we look to the next 100 years of American global leadership, we will continue to face cross-cutting and interconnected global challenges that defy both national borders and easy solutions: antidemocratic backsliding, climate change, poverty, attacks on women's rights, international terrorism, and more. No one nation can solve any of these problems alone. Each one calls for a global network of partners, all working in concert. Building those coalitions is one of the great tests of American leadership, and I am absolutely confident you are up to the challenge.

There are no finer public servants in the world, and I know that you will continue to make the U.S. Foreign Service, the State Department, and our country proud.

Congratulations on this milestone, and all my best wishes for much continued good work.

Sincerely,

Secretary Hillary Rodham Clinton ■

Hillary Rodham Clinton was the 67th U.S. Secretary of State.



FOCUS ON CENTENNIAL CELEBRATION

BY JAMES A. BAKER, III

The Best, Brightest, and Most Loyal

Not long after the conclusion of World War I, a bespectacled, balding, and mustachioed congressman from Massachusetts named John Jacob Rogers identified a flaw in U.S. diplomacy. Too many American diplomats, he argued, were merely wealthy friends of presidents without the skills required to serve their country abroad.

The congressman began a campaign resulting in the Rogers Act of 1924 that merged the diplomatic and consular services of the U.S. government into the U.S. Foreign Service.

Diplomats had to pass an extremely difficult Foreign Service examination intended to identify the most qualified applicants. The act also established a merit-based career path and better pay to encourage less affluent individuals to serve.

“Let us strive for a foreign service which will be flexible and democratic; which will attract and retain the best men we have; which will offer reasonable pay, reasonable prospects for promotion, [and] reasonable provision against want when old age comes to a faithful servant,” Rogers said in 1923.

A century later, Rogers’ vision of a professional Foreign Service has become a reality, one that plays a vital role in keeping our nation safe, secure, and strong. The people who make up our Foreign Service represent the best, brightest, and most loyal our country has to offer. And increasingly, members of the Foreign Service are no longer simply “male, pale, and Yale” as described in years past. U.S. diplomats represent our country in all its variety.

The State Department defines the role of a U.S. diplomat simply, in 17 words: “to promote peace, support prosperity, and protect American citizens while advancing the interests of the U.S. abroad.” The traits required to properly perform that role are varied and complex. Our Foreign Service officers are the “Swiss Army knives” of public servants—possessing numerous distinct capabilities to address any situation. They must be well versed in a range of foreign and domestic subjects.

The path to becoming a Foreign Service officer is quite strenuous. Thousands compete annually for just a few hundred open

spots, and the hiring process can take more than a year.

To properly perform their jobs, Foreign Service officers and specialists must be:

Intelligent and Knowledgeable. The areas of expertise for Foreign Service professionals can encompass a variety of disciplines. Many come from the top universities in the nation. All are highly qualified.

Patriotic. Just like their brethren in the armed services, Foreign Service inductees take an oath of office to protect and defend the Constitution. This loyalty to country is the moral bedrock of the U.S. Foreign Service.

Team Players. Because diplomats represent the United States abroad, they must speak with one unified voice. Differences should be kept within the government. If a diplomat disagrees profoundly with a policy, they should resign and only then go public with their criticism, not undermine policy from within.

Self-Starters. Initiative is a key component of being an effective diplomat. Simply sitting around waiting for orders from Washington is a recipe for failure. American diplomats should be constantly on the lookout for ways to advance our nation’s interests and values.

Adventurous and Brave. Foreign Service officers and specialists expect to spend much of their careers abroad. Some assignments will be in challenging places; some will be downright dangerous. Successful Foreign Service members revel in the diversity of foreign societies and accept physical risk as a simple matter of their profession.

Ethical. Integrity is a key component of the Foreign Service. For many people around the world, the face of American diplomats is the face of our country. And it must be a face of honesty, fairness, and candor.

My proudest and most productive times in government were when I was at Foggy Bottom.

I was honored to collaborate with the members of the Foreign Service, the elite corps that serves our country around the world. They are talented and loyal public servants, and any Secretary of State would be foolish not to harness their strengths. ■



James A. Baker, III, was the 61st U.S. Secretary of State.



FOCUS ON CENTENNIAL CELEBRATION

BY SAMANTHA POWER

Planting and Growing Seeds of Prosperity and Justice Worldwide

In 2022, while Foreign Service Officer (FSO) Scott Hocklander was serving his tour of duty as USAID Mission Director in Chisinau, Moldova, Russian President Vladimir Putin launched his full-scale invasion of Ukraine, beginning an open war on Moldova's borders. Scott and his team sprang into action to support Moldova as it geared up to take in the highest number of refugees per capita in Europe, while also building the independence and resilience of its economy and energy infrastructure, which were deeply entwined with Russia's.



In just a couple of years, Scott helped double the size of Moldova's team—recruiting both more local staff and more FSOs eager to step up and support the Moldovan people as supply lines were cut due to the war. To overcome Moldova's dependence on Russian gas, Scott and his team worked with the government to build a new Ministry of Energy from the ground up, while helping the country gain access to new sources of energy like the trans-Balkan pipeline.

And to diversify the economy, reduce its reliance on exports to Russia, and create jobs that would keep young Moldovans in Moldova, Scott and his team supported the country's efforts to grow its IT industry. Scott, whose parents are both educators, even spearheaded a series of technology-focused courses like coding and cybersecurity at the local university. He made such an impression in Moldova that at his going-away party, everyone from local farmers to former Prime Minister Natalia Gavrilita came to say goodbye.

As USAID Administrator, I have had the pleasure of getting to meet USAID's FSOs serving around the world—extraordinary individuals who leave the comfort of their homes to help

take on some of the world's toughest challenges, from authoritarianism to disease to extreme poverty—often putting themselves in volatile or dangerous places to do so. They form close connections with communities, supporting their efforts to identify and dismantle the barriers standing in the way of progress.

The true impact USAID FSOs have had across decades of service is impossible to quantify. But their stories give us a sense of the mark they've left around the world.

For instance, back in the 1970s, FSO Julius Coles worked with his team to promote economic growth and bolster the health care sector in Liberia, a country that at the time had only 50 miles of paved roads. With many farmers struggling to get through dense forests to sell their produce at markets, the USAID Mission worked with local communities to identify the places where easier transport would have the biggest impact and to build "farm-to-market" roads, connecting these rural farmers with towns and opening up new opportunities for agricultural commerce.

And when Julius and his team ran into challenges working in very different environments than they'd always known, they built global coalitions and drew on the expertise of those with firsthand experience to find solutions. For instance, when Julius arrived in Liberia, the John F. Kennedy Medical Center—a 500-bed seaside hospital that had just been constructed by USAID—was already falling into disrepair, as the tropical salt air corroded the tools and medical equipment and even the windows. So Julius and his team enlisted the Indian Health Service, which had deep experience operating health facilities in tough tropical environments.

Together, the Indian Health Service and USAID worked to help

Samantha Power is the 19th Administrator of the U.S. Agency for International Development.



USAID/ROSS COMMUNICATION AGENCY

Administrator Power takes a selfie with USAID's local staff in Suva on Aug. 15, 2023. She met with local staff to understand their perspective on USAID's priorities in the Pacific.

fix and manage the hospital. Today, the Kennedy Medical Center is the largest referral hospital in Liberia. And after Julius's 28-year career at USAID, he would become the director of Morehouse College's Andrew Young Center for International Affairs, where he would spend years imparting the skills he learned during his service to succeeding generations.

Another FSO, Anne Arnes, worked in Pakistan in 2008 while the country was holding important parliamentary elections. After leading candidate Benazir Bhutto was assassinated, an already-tense security situation threatened to turn into an explosion of grief and rage, casting into doubt whether the elections could go forward. Indeed, the partner in charge of overseeing election observation pulled out just two weeks before the election due to security concerns.

Anne and her colleagues worked day and night, leveraging every relationship they'd built in Pakistan and back in Washington to find an alternative, ultimately setting up a replacement national election observation program in less than two weeks. With observers in place across the country, the elections proceeded without incident. As Anne put it: "That kind of ability, to work as a team and put exceedingly complex things together in a crisis and then carry through to completion—that's AID at its best."

The dedication and hustle of people like Scott, Julius, and Anne have helped plant—and grow—seeds of prosperity, health, stability, and justice in the farthest reaches of our planet. I want to thank every one of our Foreign Service officers and all those who give so much to make your contributions possible: your partners, your parents, your children, and, in many cases, even your pets! You all represent the best of America around the world: compassion, creativity, an understanding of how interconnected we are—and an unmatched ability to deliver results.

Here's to the next 100 years of service. ■



USAID/O2 VISUALS PNG

Administrator Power (speaking) holds a working meeting with local staff from Papua New Guinea and the Philippines on Aug. 14, 2023.



USAID/U.S. EMBASSY KYIV

U.S. Ambassador to Ukraine Bridget Brink (at left) and USAID/Ukraine Mission Director James Hope welcome Administrator Power as she arrives in Kyiv by train on July 17, 2023.



FOCUS ON CENTENNIAL CELEBRATION

BY MARK PETRY

AFSA: A Vital Voice for Small Agencies

In a significant incident in the history of international trade in agriculture, the Soviet Union shocked the world by leveraging the lack of market transparency to buy up global wheat stocks in the “Great Grain Robbery” of 1972. This led to higher global food prices, unexpected global food insecurity, and an examination of how it could happen without the United States’ knowledge.

The event made international news and was also a powerful reminder to rural America, the agricultural community, and Americans generally that international affairs directly affects their lives and livelihoods. And it gave a sustained boost to the U.S. Department of Agriculture’s Foreign Agricultural Service (FAS) and its mission to link U.S. agriculture to the world to enhance export opportunities and global food security.

The incident showed that diplomacy matters and that letting this capacity atrophy has consequences. The fact that the Foreign Agricultural Service Act creating FAS was passed in 1930 proves this insight was not new, but the 1972 Grain Robbery and, later, the 1994 World Trade Organization Uruguay Round Agriculture Agreement provided the impetus for more ambitious commitments to market transparency and opening overseas markets to U.S. agricultural products.

Is it a coincidence that AFSA won uncontested representation in FAS in 1994, the same year that a new paradigm in agricultural trade was launched?

A Trusted Partner

In more than 20 years in the Foreign Service and as an AFSA member, I have had the pleasure to be an AFSA FAS representative and vice president, and I am now USDA’s deputy administrator of foreign affairs (Director General of the FAS Foreign

Service). In these various roles, I have seen AFSA as a partner and valuable contributor to the workings and culture at FAS, both as a union and a professional organization. AFSA’s dual role is a particularly valuable asset to FAS as a small foreign affairs agency. AFSA often serves as a facilitator, supplementing FAS’ institutional interactions with expertise and experi-

ences that aren’t readily available to a small agency whose operational and administrative functions are confined to a relatively small office.

Being able to consult with AFSA—a trusted partner that has a common interest in consistency, fairness, and adherence to the relevant laws and regulations that govern the Foreign Service—about how other agencies do this or that is very helpful. In addition to holding management to a high standard internally and with other Foreign Service agencies,

FAS AFSA representatives have historically also been known for constructive engagement on how our organization can meet our trade and food security mission while treating employees with respect and fairness, the hallmark of a union that is poised to productively represent employees going into the future.

AFSA can also help FAS integrate with the broader foreign affairs community and have a voice in the conversation. As economic diplomacy continues to receive greater attention, agricultural trade and food security play an increasingly vital role. Incorporating the voice of rural America strengthens understanding and support for diplomacy among an influential segment of our population. Whether food insecurity issues emanating from Russia’s invasion of Ukraine or the impact of climate change on global food trade and availability, the foreign policy community benefits from the data, analysis, and active participation of a specialized foreign affairs agency like FAS.



Mark Petry has served as deputy administrator, foreign affairs, of the USDA Foreign Agricultural Service (FAS) and Director General of the FAS Foreign Service since May 2023. He served as the managing director and deputy DG from 2021 to 2023. A career Foreign Service officer, he was chief of the agriculture section of the American Institute in Taiwan from 2017 to 2021 and acting director and deputy director of the New Technologies and Production Methods Division in FAS from 2010 to 2017. He also served as an agricultural attaché in Beijing and Moscow, and as an AFSA FAS representative and then vice president. He is an Indiana native with a wife and two children.

I believe AFSA also provides especially valuable support to small foreign affairs agencies such as FAS and the Foreign Commercial Service in helping them lift their voices to promote the Foreign Service and present a greater vision of the way diplomacy can successfully represent the wonderful variety of Americans as well as global trade's contribution to our economic success.

Professional Support

AFSA's role as a professional organization is often underrated. FAS officers gain enormous benefit from AFSA's support in accessing training and other professional development resources at the State Department and elsewhere. Attending FSI and modeling our training on its example enhance our ability to cross-train and become more effective members of the country team. Not only are we proud of our recent ambassadors, but FAS officers frequently serve as acting deputy chiefs of mission and in other mission support roles.

Like all federal agencies, FAS has a lot of work to do to improve, and AFSA has to be part of the solution. Hiring, employee retention, performance management, limited budgets, expanding mandates, and information technology are real issues that FAS and other agencies struggle to address. Specifically, AFSA can provide important support for small foreign affairs agencies within departments that generally have a domestic mandate. Due to the small size of the Foreign Service community in FAS and the sometimes-understandable reluctance to openly share concerns because it is hard to speak anonymously, AFSA has an invaluable role as a conduit for honest feedback and ideas to improve our agency. The FAS AFSA vice president and the working groups they form around these issues are critical in ensuring broad community involvement in development and implementation of solutions.

In addition to contributing to AFSA, I believe that FAS members and agriculture have a great story to tell about the importance of diplomacy, the Foreign Service, and AFSA. While a small sector of the overall U.S. economy, agriculture is one of the most widely dispersed industries across the country and the largest economic sector in many states and communities. While FAS strives to promote exports to help drive agriculture and provide support to rural economies, these communities can also be great advocates for sustained global engagement, linking diplomacy to domestic economic development. FAS AFSA members need to take an active role in broadening the constituency of diplomacy in the United States and helping to communicate concrete examples where Foreign Service officers add direct economic value to American communities.



Director General Petry (center) engages with scientific researchers on bee health in Taiwan.



Director General Petry examines an artichoke plant during a visit to producers and exporters in California.

All AFSA members need to conduct outreach to explain how diplomacy, economic diplomacy in the case of FAS, is a powerful force for improving the lives of Americans. Effective outreach will not only strengthen the foreign affairs community, our agencies, and AFSA, but also enhance our ability to strengthen American security and economic interests. Just as FAS Foreign Service officers voted to join AFSA in 1994 and cemented a formative event for our agency, I feel that FAS members can and will be strong contributors and strengthen the association for the next 100 years of its history. ■



FOCUS ON CENTENNIAL CELEBRATION

BY JOHN K. NALAND

AFSA and the Evolution of the Foreign Service Career

A FSA and the modern Foreign Service were founded within a few months of each other in 1924. During the intervening century, the Foreign Service has undergone dramatic changes as an institution and a career. This article examines the role that AFSA—as a professional association and, later, as a union—played in that evolution.

Early Years

In its first four decades, AFSA was primarily a social club dedicated to fellowship. It deferred to State Department management to look after the Foreign Service and its members. The masthead of AFSA's *American Foreign Service Journal* (as it was then named) declared that articles “aimed to influence legislative, executive, or administrative action ... are rigidly excluded.”

That outlook changed briefly in the mid-1940s as AFSA provided substantial input into what became the Manpower Act of 1946 and Foreign Service Act of 1946. But in and after 1947, AFSA fell mostly silent as Senator Joseph McCarthy (R-Wis.) and his allies demanded and obtained the firing of hundreds of alleged security risks at the Department of State.

During the 1950s through the mid-1960s, AFSA rarely dif-

fered with department management on Foreign Service issues. In fact, several AFSA presidents were part of management as they concurrently filled senior positions such as deputy under secretary for political affairs.

From Passivity to Activism

In 1967, a new generation of AFSA leaders began to transform the organization from passivity to activism. Seeing AFSA as the leading advocate for the Foreign Service, they sought to influence the State Department, White House, and Congress to improve the Foreign Service as an institution and career.

They issued a nearly 200-page reform manifesto, “Toward a Modern Diplomacy,” containing numerous recommendations to improve personnel policies, training, and benefits. And they created a Members’ Interests Committee that pushed the department to adopt or expand benefits, including an educational allowance covering kindergarten and improving overtime pay for Foreign Service specialists.

In the face of determined State Department opposition, AFSA played a leading role in the creation of the Foreign Service grievance system. Previously, employees had no mechanism to seek redress for unfair treatment by the personnel system. After legislation co-drafted by AFSA to create a grievance system was introduced in the Senate in 1971, the department headed off its enactment by including a provision directing the creation of a grievance process in an executive order signed by President Richard Nixon. But after the department held out for implementing procedures that severely limited the new grievance

In negotiations with agency management, AFSA focuses on the long-term institutional well-being of the career Foreign Service.



John K. Naland, a retired FSO, is in his fourth term as AFSA retiree vice president. He also served as AFSA president (two terms) and AFSA State vice president. He is the 2016 recipient of the AFSA Achievements and Contributions to the Association award.

board's authority, AFSA and others continued to press for legislation, which finally passed in 1975, establishing the Foreign Service Grievance Board.

AFSA's transformation to activism was completed in 1973 when Foreign Service members voted for the association to become a union. Formally certified as the exclusive representative of Foreign Service members at State, the U.S. Information Agency, and the U.S. Agency for International Development (USAID), AFSA gained authority to negotiate with foreign affairs agencies for the interests of its members.

AFSA's senior officers became federal union officials with freedom to lobby Congress and speak to the media without obtaining executive branch approval, although it was not until 1982 that the Department of State funded a position for AFSA's elected president, allowing the incumbent, then Dennis Hays, to work at AFSA full-time. Later, the same arrangement came to apply to AFSA vice presidents representing State, USAID, the Foreign Commercial Service, and the Foreign Agricultural Service.

Voice of the Foreign Service

As both the professional association and union for the Foreign Service, AFSA began to refer to itself as the "voice of the Foreign Service." That characterization first appeared in *The Foreign Service Journal* in a 1974 column by AFSA President Tom Boyatt. By 1980, it was a recurring tagline cited in the *Journal* and AFSA statements.

Over the past half century, AFSA has worked to influence legislation affecting the U.S. Foreign Service as an institution and career. It had significant input into the drafting of the Foreign Service Act of 1980, which maintained the Foreign Service as separate from the Civil Service, modernized the Foreign Service retirement system, and improved allowances, benefits, and pay.

AFSA has been the leading proponent, or played a key advocacy role, in numerous other legislative changes that improved the Foreign Service as a place to work and raise a family. They include establishing Overseas Comparability Pay; establishing Virtual Locality Pay to calculate the pensions of members serving overseas based on the Washington, D.C., locality pay rate;

exempting members from capital gains taxation upon the sale of their primary residence after extended overseas service; obtaining Law Enforcement Availability Pay for Diplomatic Security special agents; and gaining parity for the Foreign Service with the military on a range of benefits, including in-state college tuition rates for family members.

In negotiations with agency management, AFSA focuses on the long-term institutional well-being of the career Foreign Service. Over the years, AFSA has stopped or ameliorated numerous department-proposed personnel changes that would have addressed short-term personnel problems at the expense of long-term negative effects on the Foreign Service career. Examples include the department's proposed directed assignments to war zone Iraq in 2007 and plans to stop all Foreign Service hiring early in

the administration of President Donald Trump.

Despite its activism, AFSA has not always led the charge on needed reforms. AFSA did not support the 1976 class action lawsuit against the State Department citing discrimination against women in hiring, promotions, and assignments. AFSA did not support a similar lawsuit filed in 1986 by Black officers. AFSA deferred to the Association of American Foreign Service Women (today named the Associates of the American Foreign Service Worldwide) to insert provisions in the Foreign Service Act of 1980 to protect the retirement benefits of ex-spouses. AFSA took until 2000 to throw its support behind efforts by the employee group Gays and Lesbians in Foreign Affairs Agencies (now known simply as glifaa) to secure benefits for domestic partners.

As AFSA enters its second century, it continues to advocate for the long-term well-being of the Foreign Service as an institution and career. The future is unknown, but coming challenges could include a reopening of the Foreign Service Act of 1980 for fundamental revision, as well as presidential or congressional moves to replace large numbers of career government employees with political appointees. With more than 80 percent of the active-duty Foreign Service belonging to AFSA and with "rainy day" reserve funds exceeding \$4.5 million, AFSA is well placed to continue to defend and advance the interests of the U.S. Foreign Service. ■

AFSA's transformation
to activism was
completed in 1973
when Foreign Service
members voted for
the association to
become a union.



FOCUS ON CENTENNIAL CELEBRATION

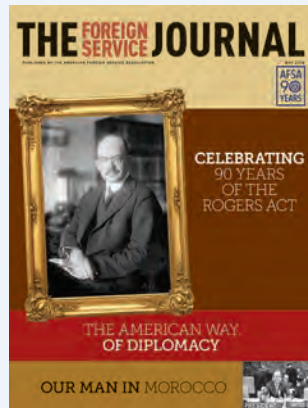
The U.S. Foreign Service and AFSA Through 100 Years of the *Journal*

The following timeline presents the Foreign Service at significant moments during the last century, as drawn from the pages of *The Foreign Service Journal*, with milestones for AFSA running concurrently. For more on any entry, visit that *FSJ* edition in the digital archive.

—The *FSJ* Team

John Jacob Rogers: The Father of the Foreign Service

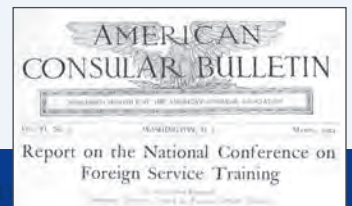
The Foreign Service Act of 1924, known as the Rogers Act, unifies the diplomatic and consular services, creating the Foreign Service of the United States.



Training for the Career

It is the belief of those who have had experience in the consular and diplomatic service that one foreign modern language, well taught over a long period of years, is preferable ... that history is the most important of secondary subjects ... that algebra and plane geometry be required; that typewriting and knowledge of accounts are necessary tools; and that a course in general science and at least three years in Latin be offered in the high school.

—Glen Levin Swiggett,
Chairman, National Council
on FS Training, March 1924
Bulletin.



1924

►**1924** The American Consular Association reconstitutes itself as the American Foreign Service Association “for the purpose of fostering an esprit de corps” among Foreign Service employees. The *American Consular Bulletin* becomes the *American Foreign Service Journal*.

The Good Neighbor Policy

[Secretary of State Cordell Hull] left behind at Montevideo [Seventh International Conference of American States, December 1933] vivid impressions of a United States foreign policy which is that of the good neighbor, and of a Secretary of State whose frankness as a spokesman for his country and whose skill as a statesman brought harmony and accord where some had anticipated disagreement and failure.

—James A. Farrell, chairman, National Foreign Trade Council, December 1934 AFSJ.

On Repatriation of a Foreign Service Wife

The small son and I were at sea. My husband preceded us by a week to his post after having taken “home leave.” ...

My little boy spoke happily of seeing his dog and we both felt we were going home, for we had been all of 18 months in this land we were approaching. We docked one early morning and I noticed a slightly grim expression on my husband's face as we trotted down the gangplank.

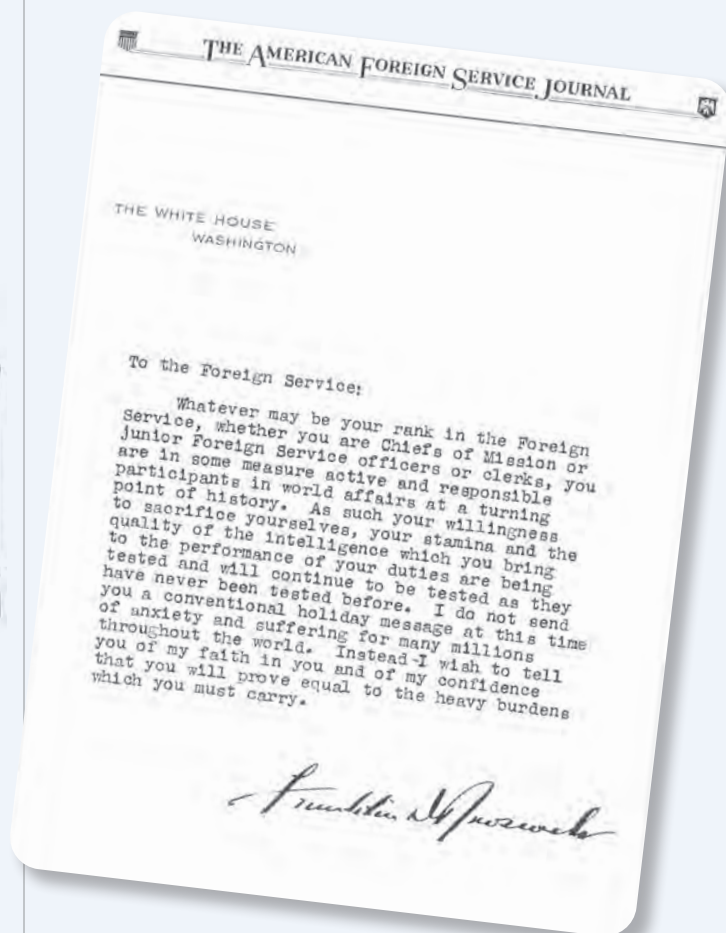
“I was transferred to Washington yesterday,” he said brightly, “and am to report as soon as possible.” “Oh!” was really all there was left for me to say.

—Charlotte S. Littell, FS spouse, December 1939 AFSJ.



Message from President Franklin D. Roosevelt

—December 1939 AFSJ.



1934

►**1926** Elizabeth Harriman gives AFSA \$25,000 to establish a scholarship fund in honor of her late son, Oliver, a Foreign Service officer.

►**1927** Foreign and Domestic Commerce Act of 1927 establishes the Foreign Commerce Service (FCS).

►**1929** The American Foreign Service Protective Association is incorporated to provide group insurance for AFSA members.

►**1930** Foreign Agricultural Service Act of 1930 establishes the Foreign Agricultural Service (FAS).

1939

►**1931** Moses-Linthicum Act regulates Foreign Service ranks and retirement.

►**1933** Secretary of State Henry L. Stimson unveils AFSA's Roll of Honor, a memorial plaque honoring “those in the American Foreign Service who ... have died under tragic or heroic circumstances.”

► AFSA confers its first scholarship.

►**1939** Congress closes FCS and FAS as an austerity measure. Functions are transferred to State and personnel to the Foreign Service.

TOKYO 1941

In Tokyo

Due partially to inhibitions over message security, the State Department limited its communications with the Tokyo Embassy. During all of 1941 the problem of peace or war between Japan and the United States was ever uppermost in our minds. We in the Embassy were convinced that a Japanese-American war was unnecessary and that enough common points of national interest existed to make mutual accommodation possible. Yet as observers on the spot, we also watched close-up Japan's progressive enmeshment in a New Order she could not successfully construct and in frustrations the depth of which the United States was not prepared to understand.

On January 27 the Peruvian Ambassador, Ricardo Rivera Schreiber, whispered to an Embassy officer that he had picked up a rumor that Japan had planned a surprise mass attack on Pearl Harbor in case of "trouble" between Japan and the United States. This sounded fantastic to all of us, but [Ambassador Joseph] Grew took it seriously enough to telegraph to Washington.

—FSO John K. Emmerson, April 1976 FSJ.

Success of the North Africa Landing

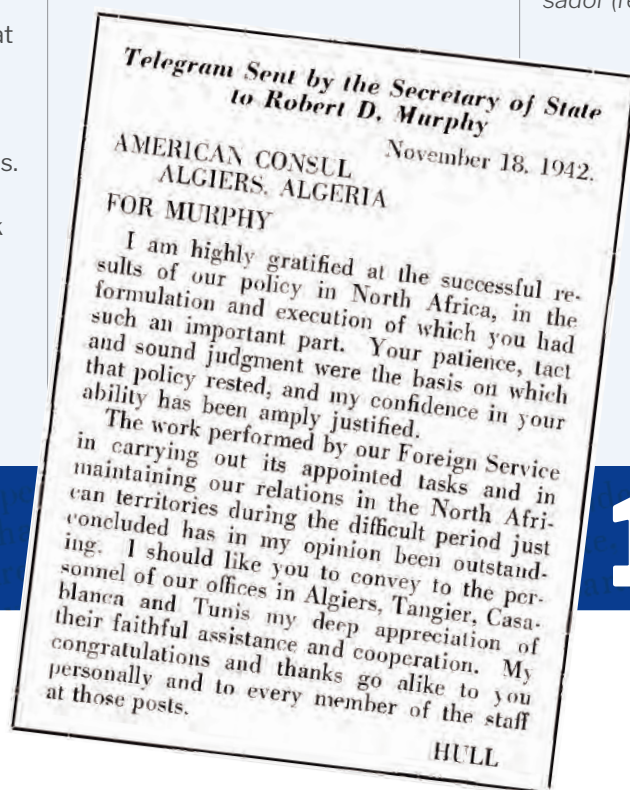
Though the chief credit for the success of our action in North Africa naturally belongs to the armed forces, American diplomacy may claim a substantial share in this brilliant operation. The political preparations which preceded the maneuver, both in our relations with the Vichy government and in the careful spadework performed by our consular staff in Morocco, Algeria and Tunisia, have been recognized everywhere as a complete vindication of the Department's policy and a cause for justifiable pride in what has occurred. In the press, on the air, and in the street widespread tribute has been paid, where only a short time ago there was much unfounded and unreasoning criticism.

—Editor's Column, December 1942 AFSJ.

From Pearl Harbor to Potsdam

I have given earlier my impressions of Stalin, Churchill and Truman at the [Potsdam] conference. Stalin certainly overshadowed the other two in confidence, competence and cunning. He also completely dominated, indeed presumably, though not visibly, terrified, his own subordinates. While Churchill rambled on about history, justice and future generations, Stalin leaned back in his chair and watched the smoke of his cigarette curling lazily to the ceiling. He was never angry or impatient, as Truman and Bevin sometimes were. I recall the last night of the conference, almost midnight, the three great men tired but jovial, their work almost complete, in a few minutes tying up the loose ends, offhandedly confirming the fate of populations and principalities.

—Charles W. Yost, FSO and ambassador (ret.), September 1980 FSJ.



1941

►**1941** State Department suspends recruitment into the regular Foreign Service. Congress creates the Foreign Service Auxiliary, which outnumbers regular Foreign Service personnel by the end of the war.

1945

►**1945** The Office of War Information (propaganda) and Office of Strategic Services (intelligence operations) are closed, and their functions and personnel transferred to the Department of State.

Report on the United Nations

The faith placed in the United Nations by the people of the 51 countries whose representatives signed the Charter at San Francisco has been more than justified in London by the accomplishments of the first meetings of the General Assembly, the Security Council and the Economic and Social Council. ... The work of the Delegation in London was greatly aided through the tact, experience and wide contacts of a hard-working group of Foreign Service officers who acted as political advisers to the Delegation.

—Secretary of State Edward R. Stettinius Jr., March 1946 AFSJ.



Establishing the Policy Planning Staff

—September 1947 AFSJ.



Mr. X Speaks to the FSJ

Serving in Moscow after the war, in the winter of '46, the ambassador was gone and I was chargé d'affaires. I had written for Harriman three longer articles about how I saw the Soviet Union, coming back after seven years' absence. They were not regular dispatches; they were rather literary papers. And then I wrote this long telegram, which for some reason struck this very, very responsive bell back in Washington.

And during that time General Marshall came into office as Secretary of State, made his trip to Europe and came back extensively worried. He decided to set up a planning unit in the Department of State.

He could not go through the bureaucracy if he wanted to move quickly. So he said, "I want you immediately to set up a small staff in the Department of State. I want you to tell me, within a matter of two to three weeks, what this government should do about Europe."

I gathered together a small group from within the Department. And we threw ourselves into this work, and submitted a report



to the Secretary. And the significant wording of that whole report appeared unchanged in his Harvard speech and did set in certain very fundamental ways the whole framework of the Marshall Plan. I also wrote the "X" article for *Foreign Affairs* at this time.

—George Kennan, in an interview with FSJ Editor Bob Guldin, May 1999 FSJ.

The McCarthy Years

Few people who lived through the McCarthy era in the Department of State can ever forget the fear, intimidation and sense of outrage which permeated Foggy Bottom. As an officer of the Foreign Service, I found myself caught up in that political whirlwind in which reputations were placed in jeopardy, integrity questioned, and disloyalty frequently presumed rather than proven. "Positive loyalty" was demanded by our highest officials in the Department of State.

—John W. Ford, FSO and head of State Department Security during the height of the McCarthy period, November 1980 FSJ.



1946

►1946 Manpower Act allows lateral entry of 250 officers into Foreign Service, despite AFSA objections.

►Rogers Act is replaced by Foreign Service Act of 1946, which creates a Foreign Service staff corps and a Foreign Service Reserve corps, and provides detailed regulation of personnel management,

compensation, and allowances. AFSA does not accept members of staff or reserve corps as active members of AFSA until 1949.

►1947 National Security Act creates National Security Council and Central Intelligence Agency. Intelligence function passes from State to CIA.

►Hoover Commission on Reorganization of the Executive Branch recommends merging the Foreign Service and Civil Service within the

State Department to correct what it calls a "cancerous cleavage." However, no action is taken.

►1950-1953 During McCarthy era and Lavender Scare, State Department fires more than 500 employees as security risks, most on suspicion of being gay, not disloyal.

1950

Managing Diplomacy

While I was stationed in Algiers during World War II, a Major General called to ask why a representative from the Department of State was permitted at Allied Force Headquarters. The General really wanted to know. ...

We now realize the need for the closest integration of politics and military strategy at all command levels to a point where even tactical problems can be decided in a manner which will best serve American objectives. ...

This will require a corps of thoroughly trained and oriented Department of State representatives working in closest harmony with our military establishment.

—FSO Robert D. Murphy, May 1952 AFSJ.

The Country Team

Under the country-team concept, every American working for the Government in an official capacity in a foreign country takes his direction from the Ambassador, and is responsible to the Ambassador for all his actions and activities. In turn, the Ambassador is responsible to all the branches of government in Washington,

through the State Department, for the operations of the team under his command.

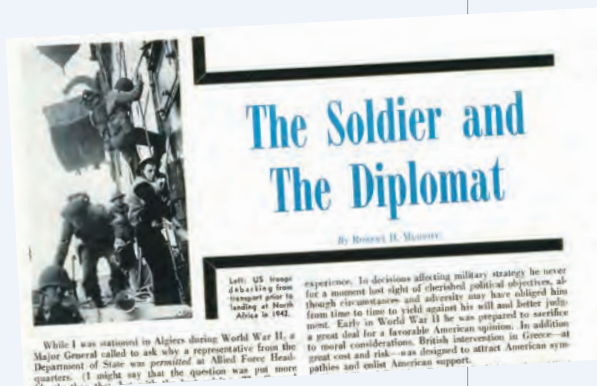
—Clare Boothe Luce, U.S. ambassador to Italy, June 1955 FSJ.



A Teenager Reflects

The Foreign Service child is always meeting new people. ... Not only is he introduced to monocled British diplomats and middle-aged lady V.I.P.s, but he is also hopefully encouraged to associate with other little monsters his own age. Usually, the result of all this social maneuvering is a willingness to meet new people and a readiness to adapt to any new social situation. ... I enjoy life in the Foreign Service and I wouldn't trade a minute of it, from the time a Japanese obstetrician slapped my derriere fifteen years ago until now.

—Don Emmerson, FS teen, November 1955 FSJ.



1952

►**1951** The American Foreign Service Journal is renamed *The Foreign Service Journal*, beginning with the August edition.

►AFSA incorporates in the District of Columbia, with about 2,000 active-duty and 500 associate members out of 12,000 eligible people.

►**1953** Congress restores the Foreign Agricultural Service in the Department of Agriculture.

►Congress creates the U.S. Information Agency (USIA). Press and information functions, cultural diplomacy, and international exchange programs move from State to USIA.

►**1954** In what became known as Wristonization, State opens the Foreign Service to about 1,500 Civil Service employees and makes a similar number of domestic positions available to FSOs.

►**1955** International Cooperation Agency created within Department of State.

1955

The Desk Officer

—Robert Elder, Colgate University professor on Ford Foundation fellowship at State, May 1958 FSJ.

Country Desk Officer:

LOW MAN ON THE TOTEM POLE

by Robert E. ELDER

Importance of the Desk

The Department's 115 country experts, now defined as desk officers, are the eyes and ears, the brain and voice, of America in a troubled world. They keep daily watch over events in 178 political entities from Aden through Zanzibar, including—as we have seen—France, Portugal, and Spain.

Almost every scrap of information which government agencies collect on an area crosses the country desk, in summary form at least. It is still the real contact point in the Department for the American diplomatic post abroad and the foreign embassy in Washington.

As the drafting officer who usually is first to put policy ideas on paper, the desk man is in a sense the initiator of American policy toward his assigned country. He writes telegrams, memoranda, and even more formal policy papers. His drafts, perhaps modified by a superior but many times not touched at all, often reach an Assistant Secretary of State, may go in revised form before the National Security Council for consideration and final decision by the President.

“Show Me the Law ...!”

A month or so before we were married [in 1959], I was summoned to the executive director's office in the Economic Bureau. The executive director congratulated me on my engagement, and I was touched. My goodness, how nice.

And then she said, “When do you plan to resign, Miss Greer?”

And I said, “I don't plan to resign.” ... No woman had ever done this in the history of the Foreign Service.

She said, “Miss Greer, you are required to resign.”

I said, “Show me the regulation. Show me the law. Where is it?”

Well, there wasn't one. It was custom, plain old custom.

—Elinor Constable, FSO and FS spouse, from “Challenging Tradition,” March 2016 FSJ.



1958

►1956 Junior FSOs at State form the Junior Foreign Service Officers Club (JFSOC).

Chairman of the Board Tyler Thompson said that the association should not act “as a militant trade union type of organization,” and the loyalty of the Foreign Service to the Secretary “precludes any action which would run counter to his decisions.”

—Harry Kopp,
The Voice of the Foreign Service (2024).

1959

Diplomacy as a Profession

The conduct of foreign policy rests today on an exercise in understanding truly staggering in its dimension—understanding not just of the minds of a few monarchs or prime ministers, but understanding of the minds and emotions and necessities of entire peoples, and not just of a few peoples at that—peoples in all conceivable stages of progress from the state of primitive man to the greatest complexity of modern industrial society. And what is involved here is the necessity for understanding the lives of these peoples in *all* their aspects: social, economic, cultural, as well as political.



The Honorable George F. Kennan

It is this vast work of cognition and analysis in which the Foreign Service officer participates so prominently and responsibly; and it is in this task, commensurate

in its demands on the mind with the tasks of academic scholarship and science, that I have personally come to see diplomacy's elevation to one of the really great and challenging callings of mankind.

—Ambassador (ret.) George F. Kennan, from a talk at AFSA, May 1961 FSJ.

Broadening Traditional Diplomacy

As it became clear that substantial American forces would have to be stationed abroad for many years, a series of informal arrangements were worked out between the State and Defense Departments to ensure that the large U.S. military commands received the diplomatic advice and help they wanted. ... The institution of the political adviser (POLAD) is ... part of the massive expansion of traditional diplomacy: where formerly the Foreign Service devoted itself largely to representation, negotiating, and reporting, we are now obliged to know more about and participate in large and important military, economic, scientific, and information programs. The traditional skills remain invaluable, but the range of their application is now far broader.

—FSO Richard B. Finn, February 1962 FSJ.



Soviet ship Anosy departed Cuba November 6, 1962 with missile transporters and canvas-covered missiles.

The Cuban Missile Crisis

For days since that first early Tuesday morning meeting with Secretary Rusk, the debate over the wisest course of action had been moving inexorably to a final decision. ... What the Soviet Union would or would not do in response to our several proposals for action was inevitably uppermost in everyone's mind. How could we maintain the security of our nation and our national dignity without triggering the holocaust of World War III? All of us, no matter the degree of responsibility, lived intensely with this question.

—Robert A. Hurwitch, FSO, deputy assistant secretary of State for inter-American affairs, July 1971 FSJ.

1961 1962

►**1961** The Foreign Assistance Act of 1961 reconstitutes the International Cooperation Agency as the U.S. Agency for International Development (USAID).

►**1962** President John F. Kennedy signs Executive Order (E.O.) 10988, authorizing federal employees to unionize.

►**1964** AFSA forms Committee on Career Principles.

►**1965** AFSA; Diplomatic and Consular Officers, Retired (DACOR); and State Department organize the first Foreign Service Day.

President John F. Kennedy: Not an Easy Career

This is not an easy career, to be a Foreign Service officer. It is not an easy life. The Foreign Service and the White House are bound to be in the center of every great controversy involving the security of the United States, and there is nothing you can do about it. ... Personally, I think the place to be is in the kitchen, and I am sure the Foreign Service officers of the United States feel the same way.



—From JFK's May 31 talk at the American Foreign Service Association, July 1962 FSJ.

Diplomats' Unique Value

You may wonder whether under modern conditions an Embassy has any influence on policy. The answer is decidedly affirmative. Ultimate decisions of policy must of course be made in Washington. However, we in the field are uniquely qualified to judge the viability of policy alternatives and to formulate a strategy adapted to the political, economic, and psychological environment in which we work.

—FSO Lincoln Gordon, December 1965 FSJ.

FSJ's 50th: Let's Have More "Tendentious Talk"!

The *Journal* was allowed to be born fifty years ago only on the condition that it exclude "tendentious talk" from its contents.

... We trust this issue then, like the Association and the profession it represents, demonstrates progress away from these limited beginnings.

Some of our contributors offer critical views, in historical perspective, of American diplomacy, its practitioners and its organization. ... Historic reminiscence and reflection, while mirroring the past, also have their lesson for the future.

We hopefully predict that the pages of the *Journal* during the coming years will contain more "tendentious talk" than in the past fifty. Such expressions will be the reflection of a healthy but responsible ferment in the foreign affairs community.

—FSJ Editorial, "The Challenge of the Next Fifty Years," March 1969 FSJ.



Margaret Mead: On the Woman Diplomat

On the abilities of women as negotiators, Dr. Mead feels that here women have a great deal to offer. "Women get through ticklish situations much faster than men, on the whole." She added the caveat that the ratio of women to men in negotiating groups should be kept low. "One or two women in a group of men are often exceedingly helpful," but too many women make the "men feel smothered."

—From an interview by FSO John M. Cates Jr., February 1969 FSJ.



1969

► **1967** AFSA buys building at 2101 E Street NW in Washington, D.C., for its headquarters.

► AFSA elects reformist "Young Turks," led by Lannon Walker and Charlie Bray, to lead the association.

► AFSA sets up awards for constructive dissent.

► **1968** AFSA publishes "Toward a Modern Diplomacy," a 185-page manifesto based on the report of Committee on Career Principles. It calls for a unified Foreign Service operating in State, USIA, USAID, and the Commerce and Labor Departments under an independent director general.

► **1970** Women's Action Organization is formed to address treatment of women in foreign affairs agencies.



Barbara Tuchman: "Why Policy Makers Don't Listen"

No matter how much evidence was reported indicating that the collapse of the Kuomintang was only a matter of time, nothing could induce Washington to loose the silver cord tying us to Chiang Kai-shek nor rouse the policy-makers from what John Service then called an "indolent short-term expediency."

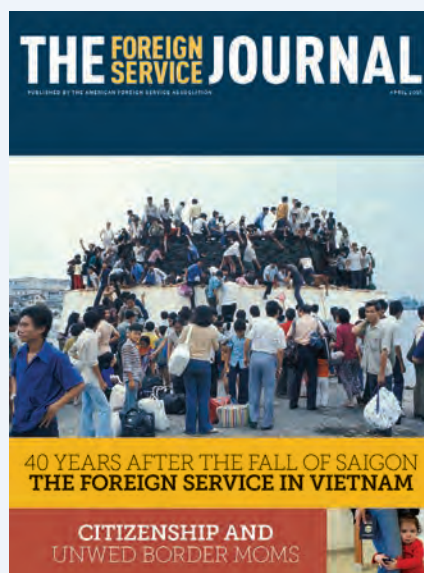
—From the historian's Jan. 30, 1973, talk at AFSA's event honoring the Foreign Service "China hands," March 1973 FSJ.

The Fall of Saigon

Service in Vietnam shaped a generation of Foreign Service officers, but do we understand how? ... The FS experience, and in particular with the Civil Operations and Revolutionary Development Support program, or

CORDS, and its predecessor counter-insurgency efforts, was "expeditionary diplomacy" in all but name.

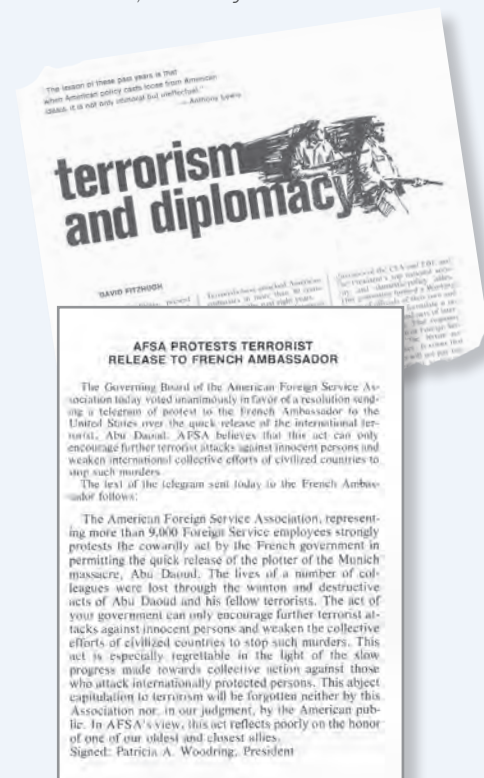
—Shawn Dorman, editor in chief, April 2015 FSJ.



It Didn't Start with 9/11, It Didn't Start with Tehran ...

In the eight weeks between mid-June and mid-August 1976, seven American government employees were murdered in foreign countries. ... U.S. ambassadors have been killed in Guatemala, 1968; Sudan, 1973; Cyprus, 1974; and Lebanon, 1976. Terrorists have attacked American embassies in more than 30 countries during the past eight years.

—David Fitzhugh, frequent FSJ contributor, February 1977 FSJ.



1973 1975

►1971 President Richard Nixon signs E.O. 11636, settling labor-management rules for the Foreign Service.

►1972 State issues a policy on wives: "The wife of a Foreign Service employee who is with her husband at a foreign post is an individual, not a government employee."

►1973 AFSA wins representation elections at State, USIA, and USAID.

►The Thursday Luncheon Group of Black officers in foreign affairs agencies holds first meeting.

►1974 FS personnel at USAID are brought into the FS retirement system.

►A reduction-in-force at USAID results in dismissal of hundreds of FS employees.



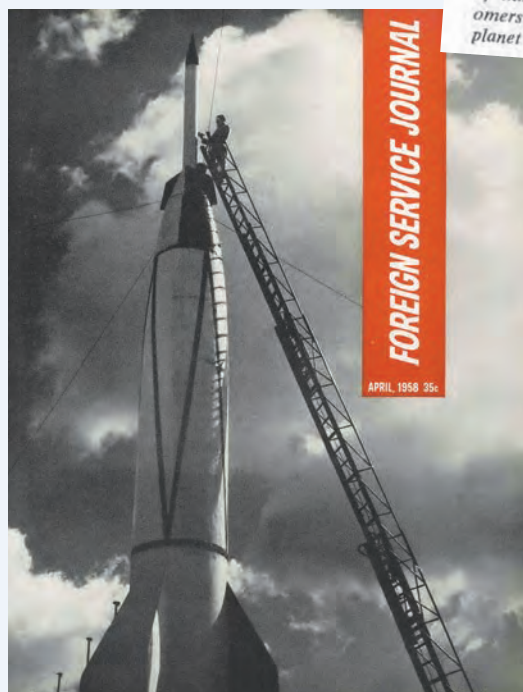
Interstellar Negotiation

Given a potential threat resulting from the detection of extraterrestrials or the receipt of a signal from them, our realistic alternatives are to (1) maintain silence; or (2) respond with a planned attempt to identify the interests and concerns of the other side, communicate our interests as necessary, and outline areas of potential agreement and cooperation. In short, begin the process of interstellar negotiation. Interstellar negotiation would be the most difficult diplomacy Earthmen have ever attempted.

—FSO Michael A.G. Michaud, December 1972 FSJ.



Shown here is the 85-foot radio telescope at Green Bank, W. Va. Through the lens of this giant telescope American astronomers made the first observations of the planet Venus. Photo from IPS.



April 1958 FSJ. Cover photo by Paul Child shows full-scale model of a rocket at the 1956 West Berlin industrial fair.

China After 35 Years

In mid-1944, while World War II was still raging, a group of Foreign Service officers was assigned to Yen-an, the “capital” of the area in China then controlled by communists. ... Our responsibilities included assessment of the contribution the Chinese communists were making to the war against Japan and some analysis of their political potential for the future.

Long before Teng Hsiao-ping and his “four modernizations,” Mao ... saw his country’s future as a progress toward industrialization and a place in the world of advanced nations. He told us he would look to the United States, not to the Soviet Union, for needed help to modernize China. Statements, slogans and wall posters in China in late 1978 and 1979 strike one who remembers 1944 as echoes of that past.

—John K. Emerson, FSO (ret.), March 1979 FSJ.



1979

►**1976** FSO Alison Palmer refiles antidiscrimination lawsuit against State as a class action suit; AFSA does not join.

► AFSA and State reach agreement on regulations to implement grievance legislation passed in 1975.

► USIA rejects AFSA in favor of AFGE in a second representation election.

►**1979** Iranian revolutionaries seize U.S. Embassy Tehran, taking more than 60 members of the Foreign Service and armed services hostage.

►**1979-1980** Congressional action and administrative reorganization lead to the transfer of commercial functions and 129 overseas positions from State to the Department of Commerce.

►**1980** The Foreign Service Act of 1980, which AFSA was involved in shaping, replaces the Foreign Service Act of 1946.

Non-Career Appointees: A Vital Foreign Policy Issue

As part of the *Journal's* continuing presentation of a variety of views on vital professional and foreign policy issues, we bring our readers the following interview with Ambassador Malcolm Toon. [That interview led to "200 clippings" and several network TV reports, and Toon was invited to appear on the "Today" show, a subsequent issue of the *Journal* reported.]

—Frances G. Burwell, associate editor, April 1982 FSJ.



Ambassador Malcolm Toon.



"It is no longer in the national interest to use the Foreign Service as a dumping ground for people who have been defeated in elections or who have made heavy contributions to the party, because now these diplomatic jobs are terribly important. If the country does not have good people in these jobs, the national interest will suffer."

Human Rights and Foreign Policy

The complexity and painfulness of giving consistent expression to [human rights] concerns, while pursuing other American interests and objective in bilateral relations, are intense. The following suggestions are designed to sketch a consistent approach to these problems, place those working on a country in a reasonably strong position when the spotlight falls on that country's human rights deficiencies, and to provide some upward pressure on our leaders to do their part as well.

—FSO John L. Washburn, in "Diplomacy without a Brief: Morality and Human Rights in Foreign Policy," May 1977 FSJ.



Rights and Reagan

Does the Appointment of Elliott Abrams Signal a Reversal in Human Rights Policy?

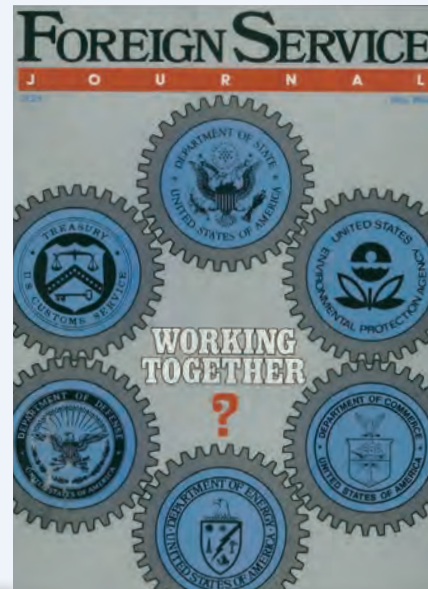
By JEFFERSON MORLEY

Last October, Elliot Abrams of Bush National Kennedy campaign, was named a senior advisor to the Secretary of State. Kennedy's appointment of Abrams to the position of Special Representative for Human Rights in the State Department, however, was a surprise. Kennedy's appointment of Abrams to the position of Special Representative for Human Rights in the State Department, however, was a surprise. Kennedy's appointment of Abrams to the position of Special Representative for Human Rights in the State Department, however, was a surprise.

State's Tangled Web

The secret is out: our State Department does not singlehandedly conduct foreign policy. At last count some 46 agencies were running international programs, and ... every one of them seems to have its own foreign policy agenda. This can—and often does—create an impression of chaos.

—FSO Fitzhugh Green, May 1984 FSJ.



1982

1984

► **1982** The Mary Harriman Foundation funds a new, annual Avis Bohlen Award, honoring the FS family member who has done the most to advance U.S. interests overseas.

► **1983** Terrorist attacks on American embassies in Beirut and Kuwait inflict heavy loss of life.

- The Department of State funds the AFSA presidency as a full-time position.
- AFSA establishes a Legislative Action Fund.

For AFSA, the Foreign Service Act of 1980 marked a coming of age. During the months of debate and legislative maneuver, the association grew in understanding and mastery of its role and potential.

—Harry Kopp, *The Voice of the Foreign Service* (2024).

The FSJ at 65: Not Just a Weather Vane

The *Journal* is not only a vehicle of thought with respect to U.S. foreign relations, and, more particularly, overseas experience, but a means of expressing *professional* perspectives. It thus serves invaluable as one of those tender filaments joining Foreign Service officers to one another, to the foreign affairs agencies, and, to some extent, to the American public and its congressional representatives.

No longer is it merely a weather vane, recording the direction the wind is blowing. It is now a stimulant, influencing the shape of thinking in the diplomatic establishment. ... The *Journal* can be proud it has had that part in nurturing the spirit of analysis and criticism and freeing the minds of Foreign Service officers from the clichés which were once so pervasive.

—Smith Simpson, FSO, “A Foreign Service Filament,” November 1984 FSJ.



Family Member Employment

The Foreign Service has faced many challenges in its history: Terrorism, politicization, and budgetary restraints have all taken their toll. For the most part, however, the Service has simply assumed these burdens and soldiered on. But the collision between the mobile Foreign Service and the modern two-career family threatens to have a much more personal and widespread effect. ...

For those Foreign Service couples who attempt to balance the requirements of worldwide availability with those of a non-portable career, the future will continue to bring hard choices.

—From the introduction to a focus on working spouses, March 1985 FSJ.

Reaching Out to Talented Minorities

I think the weaknesses of the Foreign Service are that we haven't been able to reach out and get enough talented minorities—blacks in particular—into strong, up-and-coming top positions, and to have them trained—and experienced—so that they should be there.

There are some outstanding individuals, but not enough. And the same is true with women, although I think that is remedying itself very rapidly and is not as much of a problem as it was.

—Secretary of State George P. Shultz, in a farewell interview with the FSJ, March 1989.



1985 1989

►**1985** New bylaws provide for an AFSA vice president to represent each constituency.

► Black Foreign Service employees bring an anti-discrimination suit against the Department of State.

►**1986** Foreign affairs budgets enter period of austerity that will last until 2001.

►**1987** About 130 State Department senior positions are cut. Thirteen consulates close.

►**1989** Court decisions favor plaintiffs in women's class action suit filed in 1976.

► AFSA establishes program of conferences with Senior Foreign Service officers to attract international businesses as paying “international associates.”

Embassy Moscow: On the Front Lines of History

One of the many unfounded myths about the collapse of the Soviet Union is that the American government was taken by surprise. Not so! Embassy Moscow advised Washington 18 months before the Russian tricolor was raised over the Kremlin that contingency plans should be laid for that eventuality. And in the year and a half that followed that report—the July 1990 embassy cable, “Looking into the Abyss: The Possible Collapse of the Soviet Union and What We Should Be Doing About It”—the embassy carefully reported the stages of unraveling.

—Jack F. Matlock Jr., FSO ambassador (ret.), December 2011 FSJ.

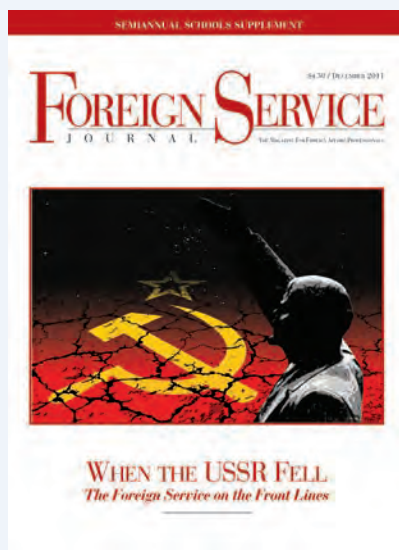


May 1991 FSJ.

George H.W. Bush Reflects on 1991

I didn’t want us simply to react to Mikhail Gorbachev and his latest ideas, but rather I wanted something bold and innovative that would reaffirm the United States as the key player shaping the international agenda. ... We face many difficult and even deadly challenges in our world today, but when I see the patriotism, courage and ability that our Foreign Service men and women demonstrate on a daily basis—well, let’s just say my optimism in our future is undiminished.

—From an interview, “Charting a Path Through Global Change,” December 2011 FSJ.



The U.S. Family Overseas

U.S. embassy populations are more diverse than 20 years ago, with more single parents, tandem couples, male spouses and dependent parents. In response, additional programs ... have been developed. ... To mention just a few, the Overseas Briefing Center’s “SOS: Security Overseas Seminar”



addresses the unique contingency planning needs of single parents; a composite report on child care at overseas posts is prepared each August; and the Employee Consultation Service has a staff social worker to help families with eldercare concerns.

—From “A Chat with FLO” in the focus on families, September 1994 FSJ.

1991

►1992 AFSA wins election challenging AFGE’s representation of the Foreign Service in USIA.

►1994 AFSA wins uncontested representation elections in the Foreign Agricultural Service and the Foreign Commercial Service.

►1995 AFSA joins AFGE in a State-USAID-USIA rally protesting a government shutdown and furlough of employees.

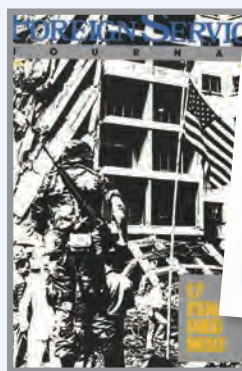
►1997 Department of State employs about 7,000 Foreign Service members, down from 8,000 in 1992. Specialists account for more than half of decline.

1994

The Anonymous Workers: FSNs Deserve More Respect

FSNs provide support and continuity in operations at overseas posts and are essential to the conduct of American diplomacy. They assist Foreign Service employees in the political, economic, consular and administrative functions, as well as in public diplomacy and in foreign assistance programs; they acquaint newly arrived personnel with work procedures and provide background information important to the job. They are the secretaries, drivers and maintenance workers. Often, it is the FSN who provides the entrée to the foreign ministry, the customs official, the bureaucrat in the local office. It is the FSN who can cut through red tape and navigate the shoals of local languages and customs.

—R. Michael Gall, retired member of the Senior Executive Service, May 1995 FSJ.



May 1985 FSJ, Beirut.



June 2012 FSJ.

East Africa: A Bang with the Weight of a Freight Train

I was into my second year as U.S. ambassador to Kenya. With two colleagues from the Commerce Department, I was meeting with the Kenyan minister of commerce ... on the top floor of a high-rise building opposite the embassy. The sound of an explosion attracted many to the window; I was among the last to stand up.

A huge bang with the weight of a freight train bore through the room, throwing me back. The building swayed; I thought I was going to die. I blacked out for a moment, came

to and descended the endless flights of stairs with a colleague. Only when we exited the building did I see what had happened to the embassy. I realized in an instant that no one was going to take care of me, and I had better get to work.

—Pru Bushnell, ambassador (ret.), from “Reflections on the U.S. Embassy Bombings in Kenya and Tanzania, 20 Years Later,” July-August 2018 FSJ.



The Identity Crisis of the American Embassy

Unfortunately, the same visual cues that convey the key democratic ideals of openness and accessibility can transmit vulnerability, while those that

convey strength and impenetrability can transmit aloofness, anxiety and an absence of goodwill.

Security is about more than building stronger or more formidable buildings—it is about providing decent workplaces and residences for diplomats as part of an overall commitment to America’s overseas presence.

—Jane C. Loeffler, architectural historian, June 2000 FSJ.



December 2012 FSJ.



June 2000 FSJ.

1998

►**1998** Al-Qaida attacks American embassies in Nairobi and Dar es Salaam, killing more than 200.

►**1999** AFSA conducts first annual high school essay contest.

► AFSA engages in a high-profile fight against assignment of State Department Civil Service employee to deputy chief of mission position on which qualified FS officers had bid. Foreign Service Grievance Board sides with AFSA,

but Secretary of State Madeleine Albright overrules decision on national security grounds.

► Congress extends law enforcement availability pay to Diplomatic Security special agents.

2000

►**2000** Delavan Foundation funds Tex Harris Award honoring specialists for constructive dissent.

9/11: The Challenge for U.S. Foreign Policy

The horrible events of Sept. 11 set off a cataclysmic change in the United States that will in time echo around the world, much as a major earthquake ripples out from the epicenter and is followed by aftershocks. The al-Qaida assault did not just kill nearly 7,000 people from some 60 countries. It did serious damage to key attributes we have come to esteem as foundations of our global dominance and leadership, our financial sector, our superior information technology and our unmatched military machine. It also called into question the blithe Western assumption that “globalization” was beyond serious challenge. —Robert Oakley, FSO ambassador (ret.), November 2001 FSJ.



December 2001 FSJ.



The World of FS Specialists

Despite the impressive list of grievances, slights and complaints, most Foreign Service specialists do enjoy their work and value their careers and the accompanying benefits. As one OMS [office management specialist] wrote, “Where else but the Foreign Service will computer and office management skills take you around the world.” ... The camaraderie that develops among specialists is another important plus for the job.

—Bob Guldin, former FSJ editor in chief, September 2003 FSJ.

What China's Rapid Economic Growth Means

Beijing's rapid rise has raised concerns about its ramifications for the region and the rest of the world. The most immediate impact of China's rapid economic growth has been on its Asian neighbors. China's economic growth has also had a significant impact on U.S.-China trade relations and the U.S. economy. —Robert Wang, FSO and economic minister-counselor at Embassy Beijing, May 2005 FSJ.



Family Values: Members of Household and the FS



—June 2004 FSJ.

2001

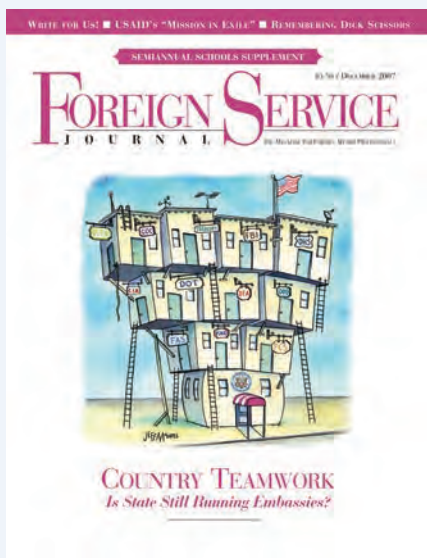
►2001 AFSA objects to Secretary Powell's name changes: Foreign Service Day to Foreign Affairs Day, Foreign Service Lounge to Employee Service Center, and Foreign Service Star medal to Thomas Jefferson Star for Foreign Service.

►2002 Governing Board approves creation of AFSA-PAC, a political action committee.

►2003 AFSA win: Military Family Tax Relief Act provides exclusion from taxation on capital gains from the sale of a primary residence for FS members who served abroad for at least two of the previous 15 years.

►AFSA publishes all-new edition of *Inside a U.S. Embassy: How the Foreign Service Works for America*.

2005



Chief of Mission Authority: A Powerful but Underused Tool

Without meaningful direction by a higher authority in the field, U.S. foreign policy risks being hamstrung at best, and counterproductive at worst.

—Edward Peck, FSO ambassador (ret.), December 2007 FSJ.



Iraq PRTs: Pins on a Map

Duty at Iraq PRTs [provincial reconstruction teams] represents a new reality for the Foreign Service. Diplomats are accustomed to danger and hardship, but they are not soldiers. So it is not an unreasonable question to ask what role (if any) the Foreign Service should have in active war zones. The PRTs are the administration's answer to that question.

—Shawn Dorman, former FSO and associate editor, March 2007 FSJ.

The Total Candidate

The Foreign Service intake process has been revamped. ... The most significant changes are the adoption of a substantially more demanding registration procedure and the introduction of a Qualifications Evaluation Panel.

Following the written exam, the panel reviews the complete file of each applicant who passes, taking the measure of what is now called the "Total Candidate."

—Shawn Dorman, June 2008 FSJ.



The "Reform" of Foreign Service Reform

The constant need to redefine the diplomatic mission and organize accordingly continues to drive a debate that began in the late 1940s. ... About every decade a major reform has been proposed and implemented.

Between those initiatives, a plethora of committees, commissions and study

groups have kept the State Department and the other foreign affairs agencies under scrutiny, with the threat of further change ever present. ... The Foreign Service and State Department face the same imperative: adapt or disappear.

The reality of the continuing need for reform is directly linked to the rapidly changing world of the 20th and 21st centuries.

—Thomas D. Boyatt, FSO ambassador (ret.), May 2010 FSJ.



2008 2010

AFSA's most successful outreach program is an old-fashioned one: a book, *Inside a U.S. Embassy*. ... The book's critical and financial success allowed AFSA in 2009 to launch its own publishing imprint, Foreign Service Books.

—Harry Kopp, The Voice of the Foreign Service (2024).

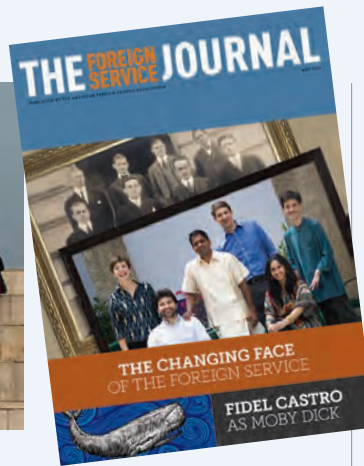
►**2007** AFSA establishes Legal Defense Fund.

► AFSA renovates its headquarters, the first time in 40 years.

►**2009** AFSA win:

Overseas comparability pay (OCP) adjusts base pay of FS members serving abroad by two-thirds of locality-pay adjustment for federal employees in Washington, D.C.

► AFSA establishes Foreign Service Books imprint.



New Hires, New Generations

The Department of State and the U.S. Agency for International Development have welcomed a major influx of new talent under State's Diplomacy 3.0 hiring program and USAID's Development Leadership Initiative, increasing their ranks by 17 and 54 percent, respectively.

Here is a look at what FS members who joined between 2008 and 2012 expect from a Foreign Service career. —Shawn Dorman, former FSO and associate editor, from "Today's New Hires: What They See, What They Say," October 2012 FSJ.

Henry Kissinger: Diplomacy's Preeminence

I don't like to treat diplomacy and military power as alternatives. I think the two should be linked. At all times, diplomacy is extremely important, and should be pre-eminent. In the present world, where the number of problems that one can even imagine solving with military means is shrinking, the role of diplomacy is even greater.

—From an interview by AFSA President Susan Johnson, "Four Decades after the Opening to China," September 2012 FSJ.



The Changing Face of the Foreign Service

Regrettably, diversity was not a major concern for AFSA's founders in 1924, nor for several decades thereafter—much less a goal to be actively pursued. But by the 1960s, even a cursory examination of the pages of *The Foreign Service Journal* reveals a growing consciousness among the association's leaders, and membership, that the Foreign Service did not truly reflect the shifting demographics, and values, of the society it represented abroad. That is one of the reasons why AFSA was a key proponent of the Foreign Service Act of 1980, which declared that "members of the Foreign Service should be representative of the American people."

—Steven Alan Honley, former FSO and editor of the FSJ, from "A Longstanding Commitment," editor's introduction to the focus on diversity within the Foreign Service, May 2013 FSJ.



On the cover of the June 2015 FSJ, Consul General Randy Berry addresses the annual Pride Reception at Consulate General Amsterdam on July 29, 2014, during the Amsterdam Gay Pride festival.

2012 2013

►**2011** Foreign Service Books publishes third edition of *Inside a U.S. Embassy*, with subtitle *Diplomacy at Work*.

►**2013** AFSA wins uncontested election to represent Foreign Service employees of Animal and Plant Health Inspection Service (APHIS) at the Department of Agriculture.

►AFSA President Susan Johnson co-authors *Washington Post* op-ed highlighting the lack of Foreign Service professionals in senior positions at Department of State.

Leadership in Sustainability

The League of Green Embassies started as an online best practices sharing portal at Embassy Stockholm in 2007. It has grown into a coalition of more than 100 U.S. embassies and consulates worldwide, now based at Embassy Helsinki.

—John David Molesky, FS family member and League coordinator, April 2014 FSJ.



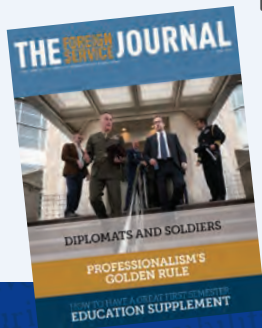
U.S. Embassy Helsinki.

Diplomacy and Defense

For most of us in the Foreign Service, one of the most striking developments in the 16 years since the 9/11 terror attacks has been a dramatic increase in synergy between the Department of State and the U.S. military. Nowhere is this more evident

than in the world of special operations.

—FSO Steven Kashkett, “Special Operations and Diplomacy: A Unique Nexus,” June 2017 FSJ.



Diplomacy in Cyberspace

Cyber diplomacy is the quintessential 21st-century issue of our foreign policy, encompassing issues of human rights, security and economic policy. As countries around the globe are developing, and in some cases using, offensive and other cyber capabilities, the lack of any clear consensus on acceptable state behavior in cyberspace poses substantial risks.

—Chris Painter, the first State Department coordinator for cyber issues, June 2018 FSJ.



A U.S. Special Forces soldier distributes toothbrushes as part of a public health campaign.

Advice from FSNs: Listen, Learn, Understand, Then Act

Local employees are institution-builders, too, carrying out the daily tasks that enable the managing officer to focus on program management. They represent the continuity of a mission and, as such, will be the ones who continue to carry the torch long after individual supervisors have moved on to other posts.

With this in mind, my advice to U.S. direct hires is to learn to have confidence in their Locally Employed staff

by soliciting their input.

—Helene Grossman, Human Resources Office, U.S. Embassy Paris, December 2018 FSJ.



Economic Diplomacy Works

—January-February 2019 FSJ.



2018

►**2014** Overseas comparability pay (OCP) is capped by law at two-thirds of Washington, D.C., locality pay.

►**2018** President Donald Trump issues executive orders restricting use of government resources by public-employee unions.

► Congress fails to enact appropriations, forcing partial government shutdown from December 22, 2018, to January 25, 2019, in which State, USAID, and most diplomatic functions are affected.

►**2019** House of Representatives opens impeachment inquiry into President Trump's conduct toward Ukraine.
► AFSA's Legal Defense Fund disburses more than \$485,000 to AFSA members called to testify.

The Foreign Service Responds to COVID-19



—July-August
2020 FSJ.

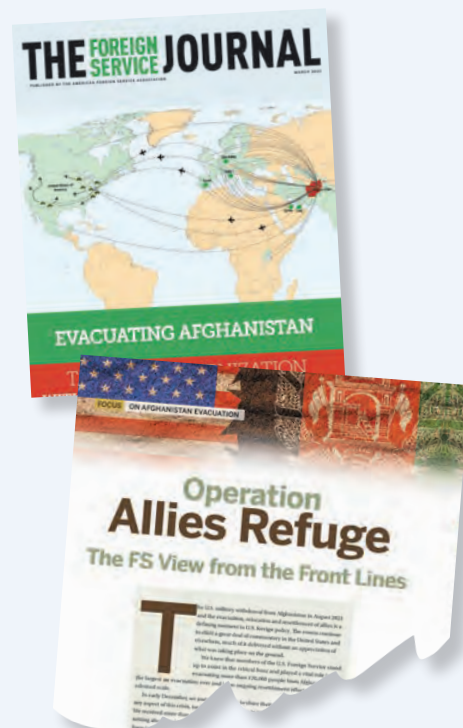
Energy Diplomacy and Development

Though the U.S. government has advised countries on electricity access for years, Power Africa's approach is different. ... The program is field-driven and has a broad geographic scope. Led by USAID, the 12 U.S. government agencies that implement Power Africa activities have provided financing and technical assistance to support the power sector in 40 countries over the past six years. We maintain a robust "boots on the ground" presence with hundreds of dedicated power experts situated around the continent.

—Andrew Herscovitz, USAID Senior FSO and Power Africa coordinator, from "Energy Diplomacy Works: How Power Africa Redefines Development Partnerships," March 2020 FSJ.



Evacuating Afghanistan



Members of the U.S. Foreign Service stood up to assist in the critical hour and played a vital role in evacuating more than 120,000 people from Afghanistan in the largest air evacuation ever and in an ongoing resettlement effort of unprecedented scale.

We invited members to share their experience working on any aspect of this crisis, including the successes as well as the adversity and tragedy. Their essays offer a unique inside look. —From the introduction to the March 2022 FSJ focus.

2020

► **2020** Onset of COVID-19 pandemic; Foreign Service manages repatriation of more than 100,000 Americans from 137 countries.

► AFSA offices closed, staff work remotely, from March 2020 to May 2021.

2021

In contrast to its hesitation in the 1990s, AFSA's Governing Board and staff moved aggressively to address issues of diversity and inclusion across the foreign affairs agencies.
—Harry Kopp, The Voice of the Foreign Service (2024).

From the War on Terror to Strategic Competition



Twenty years ago, jetliners crashing into New York City's twin towers and the Pentagon shocked America out of its post-Cold War

complacency, ushering in the global war on terror (GWOT) and a surge in international support for the United States. ... This summer's withdrawal of American and NATO forces from Afghanistan after 20 years is a controversial coda to two decades of GWOT-dominated foreign policy that fundamentally changed American diplomatic practice and arguably left a trail of collateral damage to America's standing in the world and readiness for future challenges.

—Larry Butler, a career ambassador, from *"The Global War on Terror and Diplomatic Practice,"* September 2021 FSJ.



June 2021 FSJ.

Perspectives on Ukraine



Interior art by Ukrainian artist Maria Primachenko.

Though the war remains far from over, the scale and complexity of the Ukraine reconstruction effort require stakeholders to plan now. ... The oft-quoted \$750 billion price tag to rebuild Ukraine will dwarf the reconstruction budgets of the Marshall Plan, Iraq, and Afghanistan combined.

—Michael L. Lally, in *"Ukraine Reconstruction: Priorities, Institutions, and the Private Sector,"* October 2022 FSJ.



DEIA: Foundations for Progress

We need to face difficult truths by holding more uncomfortable conversations and dedicating sufficient resources both human and financial. ... Most of all, we need to accelerate the consideration of diverse identities, backgrounds, and experiences as our workforce's superpowers.

—Marianne Scott, Senior Foreign Service retiree, from *"Advancing Racial Equity and DEIA: Ten Truths of Implementation,"* July-August 2023 FSJ.



September 2020 FSJ.



October 2020 FSJ.

FS Reform: Outlook and Considerations

Our Blueprints for a More Modern U.S. Diplomatic Service are detailed plans, drafted by retired ambassadors with decades of experience, ready to be implemented as specific reforms. Each one includes proposed legislative or regulatory language.

—Ambassadors Marc Grossman and Marcie Ries, from *"Toward a More Modern Foreign Service: Next Steps,"* March 2023 FSJ. ■

2022 2023

►**2021** Fiscal Year 2022 National Defense Authorization Act incorporates long-sought AFSA goals, including: family leave, in-state college tuition for FS families overseas, and parity with military in financial protection during transfers.

►**2022** AFSA restarts in-person recruitment lunches for incoming FS personnel.
► AFSA win: Revised language in the Foreign Affairs Manual (FAM) clarified Special Needs Education Allowance (SNEA) eligibility and the approval process and incorporated an appeal mechanism.

►**2023** As the CDC "dog ban" makes pet transport more difficult, AFSA is instrumental in pushing State to create a new pet transport allowance.
► AFSA advocates for FS victims of AHI, also known as Havana syndrome.

►**2024** AFSA's overall membership remains steady at just over 16,600, more than 80 percent of active-duty members of the Foreign Service.



FOCUS ON CENTENNIAL CELEBRATION

Foreign Service Proud 100 Words for 100 Years

As AFSA and the FSJ began planning for dual celebrations of the 100th anniversary of the modern Foreign Service and the 100th anniversary of AFSA, we asked members of our community to share—in 100 words—moments when they felt Foreign Service proud. They did not disappoint.

We hope the resulting stories, from all corners of the globe and across decades, will help expand public understanding of the important work that the Foreign Service does every day, overseas and at home.

—The FSJ Team

China: Lockdown in Shanghai

KRISTIN BUCHANAN

I was most proud to be a part of the Foreign Service during Shanghai's brutal 61-day lockdown in the spring of 2022. The consulate in Shanghai went on ordered departure, and a small team of consular officers remained at post to assist American citizens in distress.

We continued providing special and routine consular services, including Consular Report of Birth Abroad interviews, in front of the apartments where American families were locked down. We facilitated the release of American citizens from their residences to travel to the airport to board flights to safety, maintained communication with Americans who tested positive for COVID-19 and were sent to makeshift quarantine camps, and tracked threats of violence against Americans during a time of intense antifoiegn sentiment.

This was all accomplished while we were locked down ourselves, denied access to our offices. The dedication, resilience, and resourcefulness shown by this skeleton crew will stay with me for the rest of my career, and everyone I served with became a lifelong friend.

Saudi Arabia: A Woman at the Table

AMBASSADOR RACHNA SACHDEVA KORHONEN

I arrived in Dhahran, Saudi Arabia, at the end of July 2017, a few days before Eid al-Fitr, the end of the holy month of Ramadan. As the first woman consul general (CG), I was told that I was not invited to the official breakfast held by the governor; and, in fact, I would only be able to visit a few of the many families the previous CGs had visited. It was sobering. I still have the note from our local staff listing which families would accept a woman guest and which would not.

Over the next year, I got to know our Saudi hosts, and slowly they grew more comfortable with me. I was no longer a female CG, just the CG. I wasn't invited in 2017, but in 2018 I became the first and only woman to attend the Emir's breakfast. That year, along with my team, I visited more than 100 homes during Ramadan and Eid. So many Saudi women have since told me that seeing me as the only woman with all those men gave them the courage to ask for their own invitations.

Ours is the only country in the world that dares take the chance of sending a woman (a brown one, no less) to a place where we had been sending men for more than 75 years. I am so proud to be an American.

Nepal: Assistance After Disaster

BRONWYN LLEWELLYN

After the 2015 Nepal earthquake, U.S. Embassy Kathmandu literally opened its doors to help. At one point we were feeding about 600 people—American citizens, Nepali local staff, and others—as well as rapidly repurposing our development programs into disaster relief operations, facilitating U.S. military aid, coordinating with other donors, fielding calls from loved ones looking for family members, helping tourists get plane tickets home, and even physically going out to help dig latrines or hand out supplies to those who had lost everything. We showcased the best of America then, and I am proud to have been a part of it.

Worldwide: Promoting Wellness

ASTER HELEN TECLEMARIAM

As a medical provider in the Foreign Service, I have had the privilege of serving our country in posts around the world. Since I joined in 2009, my journey has taken me to Sri Lanka, Moldova, Algeria, Israel, Pakistan, South Sudan, Iraq, South Africa, Washington, D.C., and Türkiye. Each assignment has been a unique and fulfilling experience, allowing me to immerse myself in different cultures and make a positive impact on the health and well-being of our diplomatic community. Being part of the Foreign Service has not only allowed me to do the job I love but has also instilled a sense of pride in representing our nation on the international stage.

Indonesia: Reducing Greenhouse Gas

AMBASSADOR BOB BLAKE

While I was ambassador to Indonesia from 2013 to 2016, then-Secretary of State John Kerry asked us to figure out how we could help Indonesia reduce its greenhouse gas (GHG) emissions.

We developed a composite of the most progressive sustainability policies of the palm oil companies operating in Indonesia, validated that with national and international nongovernmental organizations working on climate and environment in Indonesia, and then quietly got the agreement of the major palm oil companies. Indonesia's Chamber of Commerce finally carried this forward as a made-in-Indonesia initiative.

GHG emissions from deforestation have fallen steadily since then.

India: The Dying American

AARON H. PRATT

I was serving as a consular officer in India in 2017. Donald was an American retiree, residing in Chennai. He was in and out of consciousness, the same way he had been in and out of touch with his family. I took his hand. "My name is Aaron. I am from the United States consulate. If you understand, squeeze my hand." His hand pressed mine. "I've talked to your daughters. They are coming. If you understand, squeeze my hand." He pressed again. "They want you to know they love you." He squeezed many times, each weaker. He was gone when they arrived. We wept together.

Vietnam: O Positive

AMBASSADOR TED OSIUS

At 6:10 p.m. on Oct. 26, 1996, I was the embassy duty officer when Marines patched through a call from a provincial hospital in remote Yên Bái province, northwest of Hanoi. A 36-year-old American had been hit by a truck while riding a motorcycle. He had suffered massive internal injuries and was bleeding to death.

I called the embassy doctor, who told me to collect O positive blood. Thirteen members of the embassy community came forward to donate, waiting their turns until 2 a.m., none of them complaining. Embassy drivers took the doctor and a makeshift ambulance across the rough roads to reach that American.

I called his parents in Peoria, Illinois. Distraught, his mother said to me: "Please, please save him. I've already lost one son. I can't lose another."

At 6 a.m., doctor and patient boarded an evacuation flight with several liters of O positive blood.

In Singapore, the doctors said that our efforts, and especially the donated blood, had saved the American's life.

Russia: Thanked by a Great Artist

MARY KRUGER

In the mid-1990s, after the collapse of the Soviet Union, expat Russian artists who had been banned from the USSR began to return to the country. Many made a stop in St. Petersburg, where, as public affairs officer, I was lucky to attend many of their performances.

One evening the renowned cellist and human rights defender Mstislav Rostropovich performed in the St. Petersburg Philharmonic Hall. Exiled from the USSR many years earlier, he had found a home in the United States as the musical director of the National Symphony Orchestra in Washington, D.C.

After the concert I was invited backstage. As I introduced myself and held out my hand to thank him for a moving performance, Rostropovich instead enveloped me in a bear hug and said: “Allow me to thank *you*, as the representative of the country that gave me and my family refuge at our moment of need.”

I was caught by surprise and profoundly humbled that such a great artist would thank me, a mid-level FSO, for something I clearly had nothing to do with. But I was also proud that, for a moment, I was not just an FSO but something much greater—I was the embodiment of a country respected and admired around the world for its defense of human rights and willingness to help the persecuted.

Honduras: 47 Orphans Under One Roof

CHERRY GWYN CREAGAN

The 180 mph winds of Category 5 Hurricane Mitch that had punished the island of Guanaja and the North Coast of Honduras diminished as the storm moved inland and headed straight for the capital. Rain had been falling for four days in Tegucigalpa, where we lived alongside a million Hondurans. Torrents of water transformed normally placid streams, sweeping away everything in their path: giant boulders, trees, bridges, houses, cattle, and people.

My husband, Jim Creagan, had been ambassador there since 1996, and our oldest son, Kevin, was visiting. We were worried about the children in the orphanage on the riverbank, where I had worked for two years. We couldn’t reach the nuns. Horrified, we watched the TV coverage of rising waters destroying all but one bridge separating us from them. Kevin said: “Mom, I’ve got to go to them.” I was terrified that the last bridge wouldn’t hold. But he went.

That night Kevin saved all 47 children and sisters just before the orphanage was inundated. He brought them to our residence, where they lived for the weeks it took to repair their home. During that time, Jim worked nonstop, coordinating rescues using U.S. troops, organizing distribution of food aid



Tegucigalpa, Honduras, in the aftermath of Hurricane Mitch. More than 9,000 deaths and 9,000 missing were attributed to Mitch, making it the second-deadliest hurricane in history.

DEBBIE LARSON/WIKIMEDIA COMMONS

and supplies, and even at one point rescuing the president of the country.

The outpouring of help from people all over the United States was tremendous. President Bill Clinton and First Lady Hillary Rodham Clinton, former President George H.W. Bush, and many from Congress came to Honduras to pledge support. We were so proud of our fellow Americans’ response and happy our Foreign Service family could make a difference.

Washington, D.C.: USAID on the Hill

ANDREW PARKS

My proudest experience as an FSO occurred in 2023, when I served on the Hill as a USAID-sponsored legislative fellow. I was a foreign policy adviser to Senator Edward Markey, who gave me freedom to propose and pursue any ideas I had to offer. I took this once-in-a-lifetime opportunity to improve USAID programs and broader foreign policy.

For example, on behalf of the senator, I wrote an oversight letter to the Administrator that distilled the history of USAID’s workforce challenges and underscored solutions. I also used my experience in Haiti to draft a letter to President Joe Biden that laid out a framework for improving Haitian security and addressed the humanitarian crisis there. Finally, I drafted legislation that, if passed, will push the Centers for Disease Control and Prevention to reduce the pet import burdens for U.S. government personnel serving abroad.

Croatia: Are You Real?

TOM SELINGER

I was dressed as Santa again, this time helping our Marine Security Guards deliver Toys for Tots to children in a Croatian orphanage in 2005. As I passed out gifts, a little girl—too young to have experienced the war but living the aftermath—climbed into my lap, eyes brimming with hope, and whispered, “Are you real?”

I had practiced my jolly “*Sretan Bozic* [Merry Christmas]!” but wasn’t ready for this question. I paused and thought about my work helping this young country, barely a decade old, face its war legacy and pursue reforms to earn NATO membership, and about our mission that day to share the embassy community’s generosity.

“Yes,” I whispered back proudly in Croatian. “I’m real. What about you? Are you real?”

She giggled and nodded, gave my stuffed Santa belly a big hug, and scampered off with her toy.

Syria: A Threat in Damascus

MIRIAM ASNES

Crouched under my desk in the consular section of Embassy Damascus on July 11, 2011, I and the other consular officers and local staff called out to each other, making sure everyone was OK as government thugs swarmed the embassy walls. We were a solid team, brought together by the adversity of assisting U.S. citizens during Bashar al-Assad’s brutal crackdown against Syrian citizens demanding more democratic and pluralistic governance.

Under the leadership of Ambassador Robert Ford, every member of the embassy staff walked away unharmed that day, and we continued to serve the American people by maintaining an active U.S. diplomatic presence in Syria for another seven months.

Mozambique, Guinea-Bissau, Chad: Reaching Hard-to-Reach Audiences

KRISTIN M. KANE

I am proud of using public diplomacy tools and strategic outreach at the height of the U.S. wars in Iraq and Afghanistan to convince skeptical Muslim audiences on the Swahili coast

at Mozambique’s (stunningly gorgeous) northern tip that we were not anti-Islam. I’m proud of getting to the hardest-to-reach audiences in places like Guinea-Bissau and Chad, nations with such deep and long-term instability that even the smallest programs and outreach go a long way.

I’ve noticed that we have the most impact in the hardest places; and I have therefore found those Foreign Service assignments the most challenging but also the most rewarding.

Cuba: Hurricane in Havana

AMBASSADOR JENNIFER JOHNSON,
AMY COX, AND JENNIFER MULLARKEY

When a Category 5 hurricane swept through Havana in 2017, at the height of the “anomalous health incident” [or Havana syndrome] scare, some evacuated, 25 hunkered down at the ambassador’s residence, and a dozen stayed at the embassy. People left their roles behind and pitched in—collecting consumables and creating a dining hall, caring for pets and children, and delivering supplies using chain saws to cut through downed trees to reach people.

It was a scary, emotional time, with empty containers crashing into the chancery building and coastal water flooding the embassy. Afterward, it continued to be an all-hands-on-deck effort to assess damage, coordinate relief supplies, and get the embassy back up and running. We were so proud to see our brave colleagues give it their all to overcome the multiple challenges.

Worldwide: Advancing U.S. Goals on Three Continents

CONARD HAMILTON

For opportunities to make a difference, the Foreign Service never disappoints! From supporting consular teams deploying to Japan after the tsunami and nuclear meltdown there in 2011, to helping evacuate our mission in Venezuela in 2019 and subsequently creating a platform from which they could continue the mission in Colombia, to ensuring our missions to Poland and Ukraine got the personnel they needed in the aftermath of Russia’s full-scale invasion of Ukraine—I am proud to have been a small part of advancing U.S. goals on three continents. My story is not unique. Everyone I work with puts themselves in positions to make an impact. That is why I love this career.

Rwanda/Burundi: The Unrest Next Door

HEATHER CHASE

In 2015 I was on my first assignment, to the then-quiet, stable country of Rwanda doing low-volume, low-stress consular work. Then, all hell broke loose next door. There was a military takeover in Burundi, with gun battles in the streets ... and our colleagues were still at post with their families.

After three tense, busy days, the looks of relief on colleagues' and private citizens' faces as they came off the evacuation plane and saw our small team standing behind a table draped in an American flag is something I will never forget.

Belgium: No Language Barrier

JUDITH M. HEIMANN

In mid-1987, when Belgium had its turn to preside over the political cooperation meetings of the European Union, I was warned by my boss, the political counselor, that the U.K. and France were anxious that the U.S. *not know* the details of what was said during such meetings. (The E.U. is a rare international organization in that it includes many Western countries, but the U.S. is not—and is never expected to be—a member.)

During my first visit to the Belgian foreign ministry's two permanent staffers on Africa, they implied that they were drafting confidential messages to those expected to attend a meeting on African issues. I asked them (in English) what might be raised there. One of the staffers turned to the other and began speaking Flemish, a language used in two-thirds of Belgian homes but seldom with foreigners. I broke in right away, saying, "*Ik spreek Nederlands.*"

They grinned and switched to English, but they seemed more forthcoming than I had expected. And, indeed, when I came to see them after the Africa meeting, one of them walked me to the elevator afterward and slipped into my hand the minutes—in Flemish—of the meeting I had asked about.

Surprised and delighted, I concluded that this was their way of thanking me for helping them avoid saying something in my presence they would not have wanted

an outsider to hear. Our mutual trust grew, lasting for another decade, when I unexpectedly became a retired but rehired Foreign Service annuitant and was working in Brussels once again.

Vietnam: An Immigrant Serving Immigrants

TOM ZIA

I am proud to be a Foreign Service officer and an immigrant who serves as the immigrant visa chief (in Ho Chi Minh City), enriching lives and my country simultaneously.

South Africa: Mandela's Funeral

KATHRYN PONGONIS

While serving as deputy political counselor at U.S. Embassy Pretoria, I was proud to be part of our embassy team supporting President Obama's participation in South African President Nelson Mandela's memorial service on Dec. 10, 2013.

More than 90 heads of state and government, 30 retired presidents, and leaders of 20 international organizations, among countless others, commemorated the life of one of the greatest statesmen and peace builders of our time, who in his book *Notes to the Future* said: "It is in your hands to create a better world for all who live in it."



U.S. President Barack Obama with Nelson Mandela's widow, Graca Machel, at Mandela's memorial service shortly after his death, in Johannesburg, South Africa.

GALLO IMAGES/ALAMY STOCK PHOTO

China: American Flag in Guangzhou

DONALD M. BISHOP

In 1998, in the elevator of the White Swan Hotel, near the American consulate in Guangzhou, I met two American couples with newly adopted Chinese daughters in new strollers. I greeted them, guessing they must be there to apply for the infants' visas. One woman told me of her exasperation with the process.

When they arrived at the orphanage, she said, the paperwork was confusing, and they had to stay two weeks in the small city, long delaying their return to the U.S. When they finally got to Guangzhou and wheeled the child to the consulate, the new mother said, "I saw the American flag, and I broke down and cried."

Worldwide: No Need to Pull Strings

EVA J. GROENING

I am an immigrant. Because of my native (hard) language knowledge and an unexpected staffing gap, the State Department curtailed me from my first assignment and convinced Diplomatic Security to allow me to be transferred to my country of origin.

My epiphany of how unique the United States is, and how proud I am to be one of its diplomats, came as I was waiting to meet with the director of a leather factory, and his secretary chatted me up. She found it unbelievable that I neither belonged to "the party," nor did my parents know "the right people"—I simply passed the exams and thus could join the U.S. Foreign Service.

Honduras/El Salvador: Preventing a Border Bloodbath

YVONNE THAYER

The refugees in Honduras had for years endured bleak conditions, threats, and forced recruitment by Salvadoran insurgents. As head of the Bureau of Population, Refugees, and Migration's refugee assistance for Latin America, I visited the camps several times to document their desperation.

By fall 1987, some 7,000 refugees decided to defy U.N. and Salvadoran orders and return home: They would walk, babies and cooking pots strapped on their backs, to the fury of rebels and security forces alike.

A potential bloodbath was averted when Salvadoran Presi-

dent José Napoleón Duarte, the UNHCR (the U.N. Refugee Agency), and the U.S. agreed that the refugees would not be stopped at the border at gunpoint. Instead they were escorted to designated safe areas inside El Salvador, where they continued to receive UNHCR protection and resettlement assistance.

This precedent-setting arrangement took courage on all sides, especially from the refugees, and helped pave the way toward an eventual peace settlement.

Japan: Setting the Stage

IDA HECKENBACH

When Nancy Pelosi visited Hiroshima in 2008, I read it as a sign of more visits to come. Our public diplomacy team jumped into cultivating long-neglected contacts. We arranged an informal visit by Ambassador John Roos in 2009 that garnered great press and public approval. After I had departed post, Amb. Roos returned in 2010 for a formal visit. Secretary John Kerry and President Barack Obama came in 2016, and President Joe Biden visited in 2023.

Rarely do we get to see the results of our work years later. I am FS Proud that we set the stage for these important high-level visits to Hiroshima.

The Philippines/Hawaii: Rescuing a Peace Corps Volunteer

KATHLEEN COREY

The middle-of-the-night call in the summer of 1990 came from U.S. Embassy Manila. The New People's Army (NPA) had kidnapped Peace Corps Volunteer Tim Swanson and was targeting other volunteers. All 264 volunteers were being evacuated to Honolulu, and I was to meet them there. For Tim's safety, we couldn't tell them why they'd been evacuated.

The angry volunteers boycotted the sessions until the third day, when the NPA announced it had Tim, and we could finally tell them what had happened. After several weeks of intensive work by the Embassy Manila country team, Tim was released.

Twenty years later, I mentioned the evacuation, without naming names, in an FSI leadership class I was teaching. Afterward, a regional security officer (RSO) came up and said, "That was Tim Swanson you were talking about, wasn't it?" The RSO, it turned out, had served with Tim, who had joined the Foreign Service as a consular officer to help Americans in trouble.

Afghanistan: Raising the Flag

AMBASSADOR JEANINE JACKSON

On Dec. 14, 2001, Ann Wright, John Kincannon, and I arrived at U.S. Embassy Kabul and were greeted by security specialists and the Afghan local staff who had been custodians for the shuttered embassy for 13 years. Exploring the compound revealed surreal images of abandoned tasks, equipment, and personal artifacts, hinting at the abrupt departure of its former occupants.

Ambassador James Dobbins' arrival marked the dawn of a new diplomatic era during a December 17 flag-raising ceremony organized by Kathleen Austin-Ferguson. Congressional delegations (CODELs) Frank Wolf, Joe Biden, and John McCain, plus General Tommy Franks and Secretary of State Colin Powell, promised U.S. support to President Hamid Karzai. Marines, plumbers, security, and development experts arrived. Ambassador Ryan Crocker assumed charge. My career total of embassies opened and reopened: 16.

Cuba: U.S. in the News

LYNN W. ROCHE

Communication with Cuban citizens, most without access to the internet, was challenging. In February 2013, we proposed a media interview about visas, a subject of great interest to Cubans, that was accepted by the government newspaper *Granma*. This unprecedented engagement with regime-controlled Cuban media ran as a full-page article that was later broadcast on state news, reporting the consul general's remarks accurately and respectfully.

Our team achieved what was normal almost anywhere else in the world. It didn't open the floodgates, but it did highlight our mutual interests and showed the human face of the U.S. government to Cubans.

Tunisia: Inspired by a Revolution

AMBASSADOR GORDON GRAY

I was never prouder to be part of the Foreign Service than during my tour in Tunisia at the very start of the Arab Spring. I witnessed FSOs support and protect the American community with tremendous dedication and empathy. I appreciated how entry-level officers and seasoned FSOs worked seamlessly and

creatively to recommend effective ways the United States could support the revolution and subsequent transition away from decades of autocratic rule.

And I was inspired as I saw our Tunisian colleagues blossom and flourish when they spoke their minds freely for the first time ever.

Cameroon: Defending LGBTQ+ Rights

ERIC SALGADO

While serving as human rights officer in Cameroon in 2018, I received information from a colleague that an HIV-positive LGBTQ+ Cameroonian had been arrested after being bamboozled on an online dating platform. The person thought they were going on a date and ended up being assaulted and jailed because of their sexuality.

Learning that prison authorities denied this individual their antiretroviral medication, I called the regional governor to convey U.S. concern for the individual's health and due process. The individual was not released, but my intervention resulted in them receiving life-saving medication; the Cameroonian government also committed to guaranteeing the individual's due process, understanding the United States would be paying close attention.

That day, and always, I'm deeply proud to represent the United States.

Suriname: Overturning a Coup

STANLEY MYLES

It was Christmas Eve, 1990, and I was serving as chargé d'affaires in Paramaribo when the head of the Surinamese army unexpectedly forced the civilian government to relinquish power.

Immediately, and during the weeks that followed, I worked to ensure the safety of my staff while drafting recommendations to the department to reverse the coup. With pressure from the members of the Organization for American States and the Dutch, less than three months after the coup the army agreed to permit new elections. At that point, our mission welcomed a new ambassador, and I returned to my deputy chief of mission role.

It was the accomplishment I'm most proud of in my Foreign Service career.

Worldwide: New Customs

JUDY CHIDESTER

I joined the Foreign Service in 1960 at the age of 21. I loved it from the minute I arrived in Washington, D.C., and throughout my 35-year career. What makes me FS Proud is not any particularly significant diplomatic event but the fact that I did my job, first as a cryptographer and later as an information management officer, knowing that I represented the United States wherever I lived.

I made myself aware of any differences in culture at every post and made every effort to honor the host country's ways. I worked long hours and worked hard, knowing that the way I did my job could affect the opinion citizens of my host country might have of the United States and the Foreign Service. Along with this I enjoyed mightily learning of these various customs and meeting the people who lived there. It was such a wonderful career, with opportunities for training between tours so that I never felt stagnated.

Latin America and the Caribbean: Clean Water and Paved Roads

SONNY LOW

I worked at USAID's Office of Housing and Urban Programs, helping manage the design and implementation of the agency's housing guaranty loans and technical assistance. The loan program enabled countries benefiting from USAID foreign assistance to borrow from U.S. banks at commercial interest rates—like any of us seeking a 30-year mortgage to buy a house in the U.S. The U.S. dollar loans are backed by a U.S. government guarantee, ensuring the borrowing country will not default on them. Loan recipient countries use this money to engage in international business.

At the same time, the dollars acquired are converted into the country's local currency, financing housing projects and improvement of infrastructure services such as connecting potable water to homes and paving streets in low-income neighborhoods. Families served by these programs pay back the local institution that loaned the money for their new homes or improved neighborhood services.

I was proud to be part of this program. During my 26-year career with USAID, thousands of affordable houses were built, and hundreds of neighborhoods received potable water and

paved streets in Honduras, Ecuador, Chile, El Salvador, Jamaica, the Dominican Republic, Bolivia, Peru, Panama, Paraguay, Mexico, and Guatemala.

Japan: Hole in the Ozone Layer

WILLIAM MCPHERSON

I was posted to Japan as an environment, science, and technology officer, from 1986 to 1987, when the Montreal Protocol was negotiated. There was resistance from Japanese industry, but when the British chemist Bob Watson presented his findings on the hole in the ozone layer, that resistance melted away.

I am proud of the role of the Foreign Service in providing the scientific basis for negotiations on environmental agreements. We may not be the experts, but we have the ability to identify people like Bob Watson and arrange for them to share their work with foreign governments at the optimal level and timing.

Worldwide: Proud of Our Local Staff

DALE GIOVENGO

Our mission, ultimately, is to make the United States and its citizens safer and more secure. We do this in many ways: economically, militarily, culturally, and, of course, diplomatically. I served in five posts in various roles, as both an officer and a specialist. At every post, I relied heavily on, and was always impressed with, our locally employed staff. I am most proud of them and the way the department includes these folks in our mission and as an extension of our culture. They remain at post when we move on and are our best representatives, doing outreach wherever we are located.

Romania: Unexpected Thanks

JONATHAN B. RICKERT

Through a series of happenstances, I spent about a third of my Foreign Service career in various roles in or dealing with Romania. I participated, with many others, in Romania's evolution from communist dictatorship to emerging democracy and staunch NATO and European Union member.

Therefore, it was particularly gratifying when, at the termination of my second Bucharest assignment in 1995, Foreign

Minister Teodor Melescanu wrote me a letter expressing his and his ministry's "cordial thanks and complete gratitude for your exceptional contribution to the development and amplification of Romanian-American relations in all areas of common interest." Totally unexpected but very welcome.

Afghanistan: Tragedy and Solidarity

BRUCE K. BYERS

Valentine's Day, 1979. Ambassador Adolph Dubs was abducted on his way to work and held captive in the Kabul Hotel by unknown men. Everyone at the embassy worked to gain his freedom. Despite our efforts to negotiate with the foreign and interior ministries, Amb. Dubs was murdered in the hotel room by his abductors a few hours after his capture; the embassy doctor later confirmed this.

We were shocked and devastated, but our Foreign Service family rallied in this chaotic time of violent uncertainty. The entire diplomatic community expressed solidarity with us and outrage at the Afghan government's response. They supported our efforts to move forward under extreme conditions, and move forward we did.

Worldwide: IMS Supports the Mission

MARK "ANIMAL" JENNINGS

I am proud of completing a temporary duty assignment (TDY) from Managua to Port-au-Prince just after the 2010 Haiti earthquake for a month. I am proud of offering TDY support to Malabo, Equatorial Guinea, from Yaoundé. I am proud of using my language skills to support the FS mission worldwide despite being told: "Information management specialists do not have a need to speak the local language; they never talk to outside contractors."

Brazil: The Durability of U.S. Assistance

EMILIO IODICE

In 1982, I went to Brazil as a commercial counselor. My role was to expand exports and business with Latin America's largest nation, and I searched the country for opportunities for U.S. firms and Brazilian partners.

In the hinterlands of the Northeast, the challenge was water. Poor farmers bought water from merchants to survive. In the countryside, however, I discovered estates with green fields filled with fruits and vegetables. The Peace Corps, said the farmers, had dug artesian wells in the 1960s. The wells were sunk into underground rivers. Local and national politics had ended the effort. Yet decades later, those wells still provided sustenance to the area.

As we returned to Brasília from the Northeast, our plane flew over that oasis in the desert. At that moment, I was proud of the FS and of being an American.

Canada: Ready for Y2K

AMBASSADOR LISA BOBBIE SCHREIBER HUGHES

I was always proud to serve our country, to contribute, to "serve" rather than merely "work." As a second-tour staff assistant, I described my job as "photocopying for my country." Irony aside, I'll relate one potentially historic event.

At the turn of the last century, all were seized with concern over "Y2K." What would happen to communications? Health care? Safety, security, national defense? No one knew. In response to this possible threat, all diplomatic missions worldwide stood ready at midnight on Dec. 31, 1999, to report back to the Operations Center on the state of our posts.

I was principal officer in western Canada (Calgary), surrounded by a satellite phone, a cell phone, and a landline. The clock struck midnight. All systems were fine, as we reported back to the OpsCenter. Y2K was a nonevent. Nevertheless, I felt pride in being there for my country, should she have needed me.

Yugoslavia: Reversing a Visa Denial

BOB RACKMALES

My proudest moment came while serving as consul in Zagreb in 1969, when I reversed a long series of visa denials to a former auto worker in Michigan. He had returned to his native country after World War II, but his repeated efforts to rejoin relatives in the U.S. were thwarted by a succession of consular officers who based their decisions on the existence of a lengthy FBI report concerning him.

After reading the report I concluded, and convinced the department, that it contained nothing that would serve as grounds for visa denial. My pride in this outcome was tempered by regret that it was so long in coming.

Haiti: Common Ground

TOMMYE GRANT

One of the nicest things about being in the Foreign Service is the opportunity to work in foreign countries and interact with their citizens, where you will find mutual desires for global peace and prosperity.

My first assignment, to Port-au-Prince, reflected this when no matter who I met—office mates to neighbors—all wanted a community of peace and prosperity. This belief in freedom and democracy made me want to work harder to help them achieve these basic human rights that unite, not divide, us. What I did made friends for America, and these friends strengthen us.

Peru: To a Land Without Fear

JEAN PRESTON

I was handling immigrant visas in Peru in the mid-1980s. One day as a Peruvian couple with two little girls entered my booth, an angry client pounded on a nearby counter, yelling, “I’m an American citizen! I’ve paid my taxes! I demand service!”

One of the girls, her eyes wide with fear, asked her father, “Daddy, will the police throw that man in jail?”

Her father replied, “No, my daughter, that is why we are going to the United States, a country where people can demand their rights without fear.”

My heart swelled with pride in my country and in my role.

Lebanon: Aftermath of an Assassination

GEORGE B. LAMBRAKIS

In June 1976, as acting ambassador (chargé d’affaires) during the Lebanese Civil War, I led our embassy in preventing a hasty U.S. Marine landing in Beirut after the assassination of our newly arrived ambassador, Francis Meloy, and two others. With Secretary of State Henry Kissinger pushing for the mass evacuation of Americans, the U.S. Navy was quietly mobilizing Marines to land and protect them.

Tipped off by the British, who had learned of these plans and opposed them, I immediately sent a “flash” message (supported by our embassy’s military attaché) to the department pushing for a peaceful evacuation instead.

Thanks to timely action by the Near East/South Asian bureau

in Washington, as President Gerald Ford was considering the Navy’s plans, my telegram resulted in the Navy’s peaceful evacuation of nonessential embassy personnel and all willing American citizens under the armed protection of the Palestinian, Druze, and Sunni Arab militias who then controlled western Beirut.

Afghanistan: Email from a Child Bride

STEPHANIE STRAFACE

In 2017, when I was serving as the American Citizen Services chief in Kabul, my intuition about a cryptic email resulted in a mission to rescue a young woman—born and raised in the United States, but sent to marry in Afghanistan at the age of 14—and her 5-year-old daughter, both held against their will for years in rural Afghanistan. We were very proud of the work we did to rescue this young American and her daughter. Years later, I would attend her true wedding and watch her family continue to grow, now safe in the United States.

Worldwide: First-Generation Diplomat

DIANE FISCHER CASTIGLIONE

I am a first-generation American—the child of refugees from Nazi Germany and the first in my immediate family to go to college. Upon joining the Foreign Service, I marveled that I was a United States diplomat. I didn’t come from privilege, nor did I have connections who could help me enter diplomatic service.

To me, this speaks volumes about what the United States represents and what it meant for me to represent the United States. Working at the Department of State, on behalf of the American people, was a remarkable opportunity. I am proud and honored that I could do so.

Thailand/Vietnam: Welcoming Refugees

SUE H. PATTERSON

Shortly after the South Vietnamese government fell in 1976, hundreds of thousands of South Vietnamese fled the country in small boats. Many drowned, but many thousands also survived, arriving in nearby countries after harrowing journeys. Most of the surviving refugees languished for months, years, or even permanently. The U.S. government created the Orderly Departure Program,

located in Bangkok, to encourage Vietnamese with some connection to the U.S. to wait in Vietnam until they could be assured the U.S. would accept them.

Together with the UNHCR, the Visa Office took the lead in establishing and running the program for several years. I was intimately involved, working from the Visa Office, and immensely proud of how many lives were saved and how many outstanding Vietnamese were accepted safely into the United States, where they have become U.S. citizens and enriched culture and education.

Holland: In the Aftermath of 9/11

JAMES B. GRAY

The exceptional privilege of being a Foreign Service officer includes the exceptional privilege of representing and serving the United States. In response to the tragedy of 9/11, Amsterdam brought hundreds of bouquets, surrounding the perimeter of our consulate general in a floral tribute.

At noon on the Friday after the attacks, several thousand Dutch filled the adjacent Museumplein for three minutes of silence, at the end of which there was a thunderous round of applause. A very large Dutch policeman standing next to me stated quietly: "That was special." Thank you, Holland, and may God bless the U.S.A.

Kyrgyz Republic: Special Needs Orphanage Renovation

BRENDA GRAVES

Far outside the capital city of the Kyrgyz Republic, there was an orphanage for children with extreme medical and developmental needs, who were unseen and forgotten by the Kyrgyz government.

In 2010, as a first-tour officer in Bishkek, I discovered the department might provide humanitarian assistance, and I submitted a grant proposal for bathroom renovations at the out-of-the-way orphanage. The renovations were approved, yet hopelessness lingered in the orphanage director's eyes. Her special-needs children's home had never been anyone's priority.

But when ribbon-cutting day arrived with lots of media attention on this little orphanage, exhilaration replaced hopelessness in the orphanage director's eyes. With the helping hand of the U.S., finally, the needs of these children would be seen and met.

Guatemala: Ongoing U.S. Assistance

BARBARA ELLINGTON BANKS

The Guatemalan Ministry of Finance asked, in 1990, whether USAID-originated funds remaining in old trust funds we'd established in local currency 20 years before—more than \$20 million—could be spent. No, we told them—but the funds could be restructured. It took weeks to create one mega fund and turn it over to the country! The president inaugurated the program with the ambassador and USAID Administrator, and the fund remains in operation today.

Washington, D.C.: My 800-Person Poem

[HUI JUN] TINA WONG, AFSA STATE VICE PRESIDENT

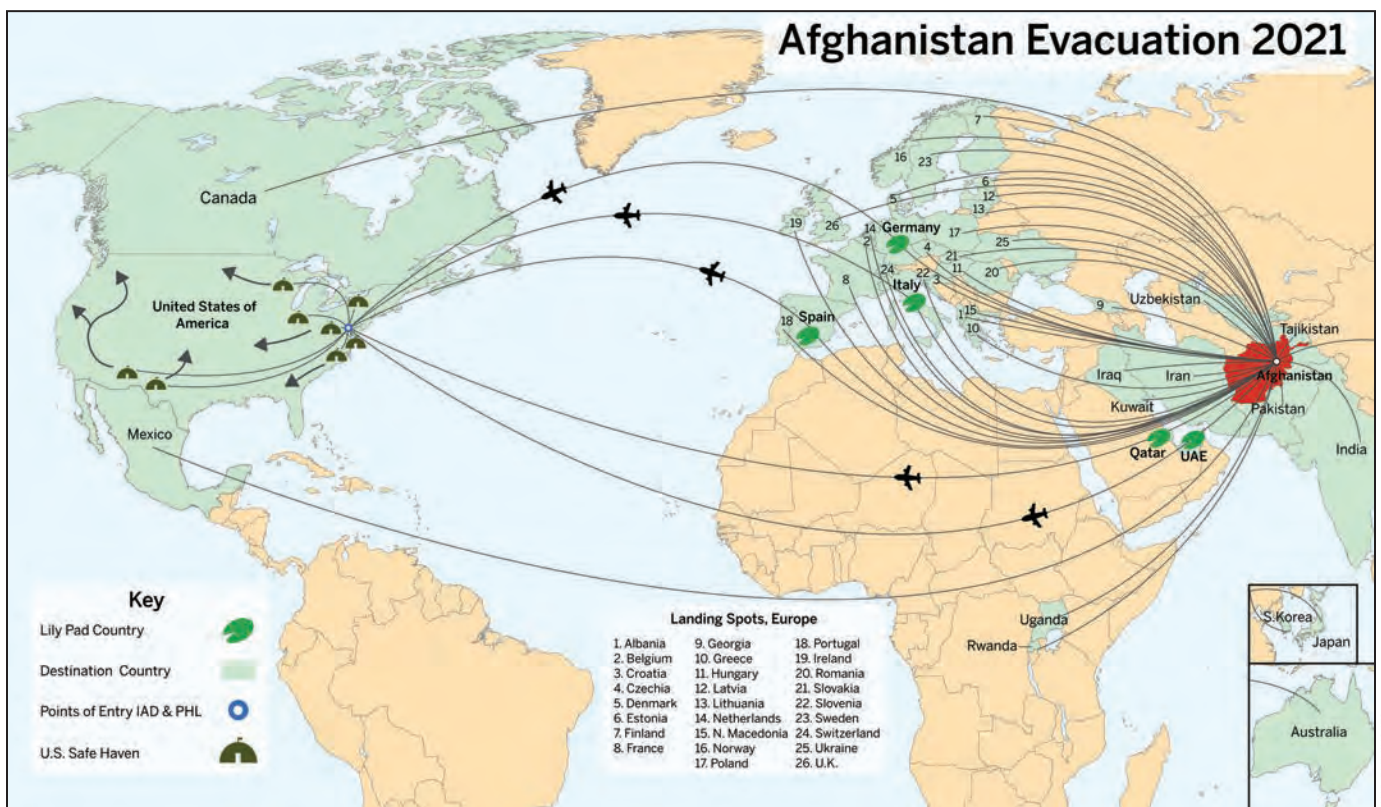
I am FS Proud ... of standing up for what's right! As former president of the Asian American Foreign Affairs Association, I led the effort to bring more than 800 employees together to add their voices to a video collection of the poem, "Clap for Me Now." The video, celebrating the achievements and heroism of our Asian American frontline workers and diplomats who experienced COVID-related stigmatization and discrimination, went viral.

Kenya: Dancing for the President

EDWINA "EDDIE" SAGITTO

On the way to the hotel for my temporary assignment in Nairobi in June 2015, we passed several huge billboards proclaiming: "Welcome Home President Obama!" The driver asked if I was in town for President Obama's visit, and when I answered that I was, he thanked me profusely for bringing Obama to Kenya—an experience that was repeated throughout my stay. I was the on-site press officer for Air Force One arrival and departure, making sure that journalists were credentialed and in place.

On the final day of the president's visit, the crowds wishing to see him began to gather early at the airport. I was surrounded by groups of dancers wearing the colorful clothing of the various ethnic groups and tribes of Kenya. They danced for hours, hoping to get a glimpse of Obama before he left. He rewarded them with a wave, while I have the enduring memory of their excitement and their beautiful dancing.



This map shows the movement of Afghan evacuees across the globe in the immediate aftermath of the U.S. withdrawal from Afghanistan in 2021.

Afghanistan: At the Airport

SCOTT WEINHOLD

August 2021, the Kabul International Airport: A couple dozen members of the U.S. Embassy Kabul team, who volunteered to stay behind when their colleagues were evacuated, were joined by more than 100 State colleagues flowing into a dangerous war zone. None of them knew, or asked, how things would work, whether they would be safe, or even how long they would be there.

They simply knew there was a desperate need for help, and they stepped up. Every part of the Foreign Service worked arm in arm with our Defense Department colleagues to save more than 124,000 Americans, allies, and Afghans. I've never been more proud of the Foreign Service.

Afghanistan: Behind the Scenes for Kabul

ALAN EATON

After the fall of Kabul and the sudden evacuation out of Afghanistan, the consular team that flew into Kabul worked under immense pressure to facilitate the departure of more than 124,000 people. All along we knew that our colleagues were waiting at various points in Germany, Spain, United Arab Emirates, Pakistan, Albania, and Washington, D.C., to assist these evacu-

ees. In Kabul we didn't know where the evacuees were going to land, but we knew our colleagues in the Foreign Service were diligently working behind the scenes to help people to safety.

Vietnam/Switzerland: A Standing Ovation

AMBASSADOR KENNETH M. QUINN

In the aftermath of the Vietnam War, individuals began escaping on small boats in search of freedom. In 1979, however, no country, including the U.S., was accepting any more refugees from Indochina. Refugees were drowning at sea. While on a Pearson Fellowship to Des Moines, I urged Iowa Governor Robert Ray to issue a public appeal and to lobby President Jimmy Carter to reopen America's doors. Amb. Richard Holbrooke and FSOs at State like Frank Wisner and Lionel Rosenblatt added critical support.

A few months later, I was at the July 1979 U.N. Meeting on Refugees and Displaced Persons in Geneva when Vice President Walter Mondale announced that the U.S. would accept 168,000 new refugees every year. The "boat people" were saved! With the exception of the communist delegations, every country's representatives gave a spontaneous standing ovation to the United States for our humanitarian life-saving leadership.

HONOR A COLLEAGUE

Nominations for AFSA's 2024 Constructive Dissent and Exemplary Performance Awards Are Now Being Accepted.

DISSENT AWARDS

The W. Averell Harriman Award
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The William R. Rivkin Award
for a Mid-Level Foreign Service Officer

The Christian A. Herter Award
for a Senior Foreign Service Officer

The E. Allen "Tex" Harris Award
for a Foreign Service Specialist

PERFORMANCE AWARDS

The Mark Palmer Award
for the Advancement of Democracy

The Nelson B. Delavan Award
for a Foreign Service Office
Management Specialist

The M. Juanita Guess Award
for a Community Liaison
Office Coordinator

The Avis Bohlen Award
for an Eligible Family Member

The Post Rep of the Year Award
for an Outstanding AFSA Post Representative

MORE INFORMATION IS AVAILABLE
AT WWW.AFSA.ORG/AWARDS.
THE DEADLINE FOR NOMINATIONS
IS MAY 22, 2024.

Questions?
Contact member@afsa.org
or awards@afsa.org.

The Philippines: The Golden Plow Award

KENNETH F. SMITH

Fifty years ago, in a ceremony at Malacañang Palace, USAID received a "Golden Plow" award for international understanding from President Ferdinand Marcos for assistance to the Philippines as it recovered from the worst flood in the country's history to avert nationwide famine.

Providing commodity and technical assistance, the "shirt-sleeved diplomats" and consultants of USAID/Philippines worked closely with our Filipino counterparts on a "Green Revolution" recovery program, "Masagana 99," using high-yielding rice varieties that produced up to eight times more rice than the then-prevailing national average.

Türkiye: Earthquake Response

HEATHER BEGGS

I'm FS Proud of my local management team at Consulate Adana—the heroes who in 2023 ensured \$285 million of U.S. government earthquake assistance reached the people most affected. When hours and minutes mattered, our consulate team worked late into the night, day after day, supporting the requirements of USAID search-and-rescue teams and a disaster assistance response team. Their dedication enabled U.S. rescue teams to save lives and ensured disaster assistance arrived quickly to survivors, while they themselves slept in cars or offices until their homes were deemed safe. I will never forget the courage and compassion of our team.

Worldwide: Grateful

SIENA FLEISCHER

I'm FS Proud of the permission granted me to live alongside our global community, to learn together as neighbors, celebrate progress, witness disasters, then rebuild together. A life of service becomes a way of gaining more than you give, new wisdom to be a better human.

Journeying across three continents in the last decade, I am grateful for the opportunity to share the world with my daughters and to watch their tolerance grow as their cultural lexicon expands.

USAID meets communities where they are, designing and delivering assistance tailored to current needs, alleviating struggle, and opening the aperture for a better future. ■



FOCUS ON CENTENNIAL CELEBRATION

A Look at the Ideal Foreign Service for the Next Generation

BY TOBY WOLF

FSJ Writing Competition Winner

The door's magnetic lock clicked shut as Olivia Bordo walked out of the embassy gate and climbed into a waiting robo-taxi to take her to the evening's reception. It had been an intense few weeks working with her action team to persuade African government and economic leaders to partner with the United States on space-based energy systems. If the continent's regional energy consortium agreed to join, the U.S. coalition would include nearly all the world's most dynamic economies and could set the technological, safety, and ethical standards to ensure equitable access to solar energy from space.

Less Hierarchy, More Autonomy

Over the hum of the taxi's electric motors, Olivia had a hologram call with her cross-functional action team. The team's specialists—an AI engineer and a data scientist—were synced in real time with U.S. agencies to update forecasting models and answer technical questions about the advantages of the U.S. space energy proposal. Local team members were

tracking the political dynamics around host-country decisions. Her team's energy experts, hired on short-term contracts from business and academia, provided valuable input for the U.S. proposal and built consensus among regional private-sector counterparts. The generalists on Olivia's team were no longer siloed in rigid cones but had developed regional and issue-specific expertise to add to broad leadership, management, and public diplomacy skills.

Long before Olivia joined the Foreign Service, forward-looking leadership steered U.S. foreign affairs agencies toward more decentralized decision-making to ensure the United States remained a nimble actor on the global scene. While senior leaders retained traditional titles, most of the diplomatic workforce was now organized into semiautonomous action teams. Advances in artificial intelligence (AI) and encryption technology allowed action teams to maintain real-time links to posts and to bureaus in Washington, D.C., so that messaging, clearances, and policy updates were automatically synchronized across platforms.

To honor the 100th birthday of the U.S. Foreign Service—and AFSA's role as the "Voice of the Foreign Service"—the *Journal* held a writing competition for members with cash prizes. The topic: Looking ahead to the next century, describe the ideal Foreign Service, as an institution and a profession.

We were thrilled to receive 65 submissions, and judging was challenging. Name-blind submissions were evaluated by a volunteer panel on the basis of originality, cogent and concise reasoning, clarity, and applicability.

This essay, by Toby Wolf, won first place. The second-place essay by Darrow S. Godeski Merton and third-place essay by Joshua Morris will be published in the June and July-August editions, respectively. Congratulations to the competition winners, and thanks to all those who participated.

We extend special thanks to our judges: AFSA President Tom Yazdgerdi and *FSJ* Editorial Board members Vivian Walker, David Bargueño, and Lynette Behnke.

—The FSJ Team

Liberated from cumbersome clearance processes, Olivia and her action team organized themselves around understanding, persuading, and addressing the needs of external partners in advancing U.S. goals.

Lighter Footprint, Broader Reach

Halfway to the reception, Olivia messaged her domestically based embassy support team about the day's personnel and building maintenance issues. Many administrative functions were now housed in regional hubs or performed remotely from domestic locations, greatly reducing the need for large facilities and keeping overseas costs in check.

This shift, along with an integrated, world-class technology platform, streamlined overseas missions and freed personnel to deploy outside of capitals. The lighter and more distributed footprint encouraged diplomacy with subnational actors—regions, states, cities, tribal and religious organizations, foundations, and vulnerable communities—that had growing influence on national governments and global initiatives.

New technology and advanced AI systems also streamlined consular functions, such as visa interviews and passport services. In her consular tour, Olivia had been part of a lean consular team that used AI to triage and expedite visa adjudications, practically eliminating nonimmigrant visa wait times and freeing staff to handle more complex visa and American citizen cases. Hiring and onboarding were accelerated by advanced AI that reduced security background investigations from months to just weeks.

Expanded Training and a Focus on Health

As she sent a document for instant translation into five African languages, Olivia recalled her training at the Foreign Service Institute. As a Foreign Service generalist, she trained alongside specialists to learn how to manage AI and language translation systems—now essential diplomatic tools. At the same time, Olivia honed her abilities to forge relationships and to under-

stand the nuances, ambiguities, and unspoken messages that even the most advanced AI bot struggled to grasp. Her leadership boot camp together with military officers had sharpened her decisiveness and instilled confidence in taking calculated risks with less than full information.

Glancing at her wearable device, Olivia remembered that her training included ways to manage stress, diet, and sleep to perform at her physical and mental best throughout a demanding Foreign Service career. She was outfitted with individual technology that monitored her health in real time and alerted her to acute, as well as longer-term, health risks. Colleagues with disabilities now had expanded access to technology and support to enable them to serve in almost any environment.

Broader Recruitment and Rapid Advancement

Growing up far from Washington, D.C., Olivia had learned of the Foreign Service in middle school, when a visiting U.S. diplomat spoke to her class. The experience planted a seed that would lead her to college, overseas study, and eventually the Foreign Service. This outreach was part of an initiative that encouraged current and former Foreign Service members to visit at least one less-advantaged public middle school in the United States each year. It was one pillar of a broad effort to increase awareness of the U.S. Foreign Service in all corners of the United States. It took a generation, but the Foreign Service—from entry to senior levels—now closely reflected the ever-evolving U.S. population by nearly every demographic measure.

Determination and hard work had propelled Olivia to the Foreign Service. Learning to lead and empower talented colleagues had made her a successful diplomat. Olivia excelled in the new Foreign Service advancement system, which allowed for faster upward mobility and greater responsibility for mid-level leaders. Olivia had already led action teams at three overseas assignments. Her responsibilities, as well as her compensation, had grown swiftly based on her leadership and her team's performance rather than according to a rigid rank and pay scale.

Olivia scanned the scene as she exited the robo-taxi at the reception venue. She had urged the under secretary to visit to make the final push for the U.S. space energy coalition. As she entered the venue, Olivia's gaze locked onto that of the chair of the African energy consortium. He gave her a slow nod and a subtle smile. After so many meetings over many months, she did not need any technology to read his expression. She smiled back, knowing that her team's hard work had won the day. ■

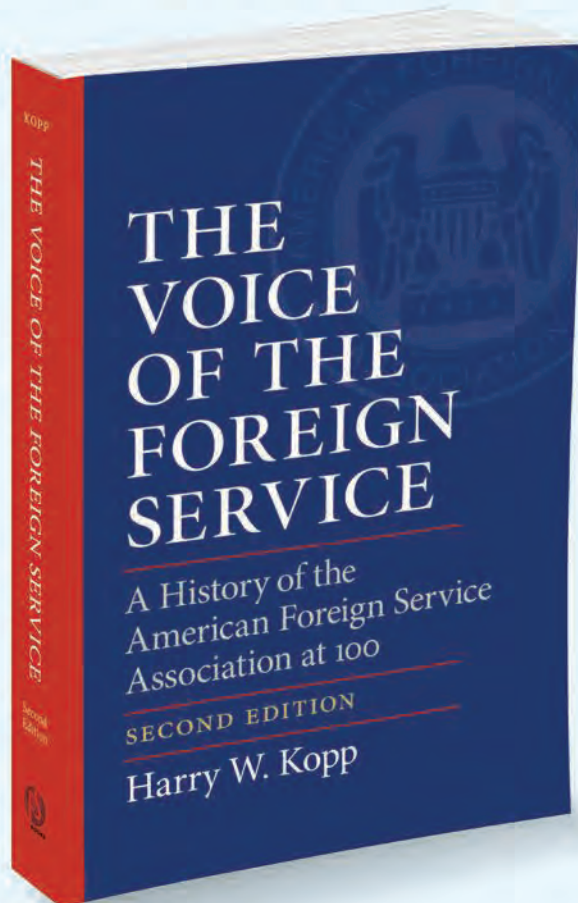


Thomas "Toby" Wolf is a Foreign Service officer currently serving as deputy director in the Economic and Commercial Studies Division at the Foreign Service Institute. In previous assignments, he has served in the Bureau of Oceans and International

Environmental and Scientific Affairs in Washington, D.C., and overseas in Switzerland, France, Russia, and Japan.

All names, characters, and events in this article are fictitious. Any resemblance to actual persons or events is purely coincidental.

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—Ambassador Marie “Masha” Yovanovitch

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“This book makes clear the inestimable importance of AFSA and the reason it is imperative to support the organization’s efforts on behalf of the U.S. Foreign Service.” —Ambassador Ruth A. Davis

“Harry Kopp educates us all about the valuable work AFSA has done in the past century.”

—Ambassador Lino Gutiérrez



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If you can wade through some extraneous (but funny) material on post reports, selection out, assignments and representation allowances, you will find some valuable tips on etiquette in



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Lights, Camera, Action!

AFSA staff recently organized a video shoot to commemorate the upcoming Foreign Service centennial. We asked numerous FS colleagues, including Director General Marcia Bernicat, Ambassador (ret.) Marie Yovanovitch, and Ambassador (ret.) John Tefft, to join us under the spotlight to discuss the important work U.S. Foreign Service members do each day and share their own stories of life in the Foreign Service.

We'll premier the new video at AFSA's centennial gala on May 21 and share it with our membership on May 24. Meanwhile, enjoy these snaps taken during our marathon two-day filming session. And thank you to DG Bernicat and others for taking the time to share their FS stories with us. ■



Behind the scenes with Ambassador (ret.) John Tefft, the 2023 winner of AFSA's Lifetime Achievement Award.



Ambassador (ret.) Chuck Ford shares his FS story.



The AFSA team at the photo shoot. From left: Lisa Ahramjian, Greg Floyd, Tom Yazdgerdi, Josh Burke, Lynette Behnke, Nadja Ruzica, Christine Miele, and Nikki Gamer.

CALENDAR

Please check <https://afsa.org> for the most up-to-date information.

May 2
11-3 p.m.
AFSA Foreign Service Open House

May 2
5:30-7:30 p.m.
Reception at DACOR Bacon House
Co-hosted with AFSA

May 3
Foreign Service Day

May 21
AFSA Centennial Gala

May 27
Memorial Day
AFSA Offices closed

May 30
5-7 p.m.
AFSA Centennial Birthday Party
Watergate Hotel

June 12
12-1:30 p.m.
AFSA Governing Board meeting

June 19
Juneteenth
AFSA Offices closed



FSO Maryum Saiffee sits for an interview with AFSA.



Celebrating Asian American Leadership

May launches with two exciting commemorative events—Asian American, Native Hawaiian, and Pacific Islander (AANHPI) Heritage Month and our Foreign Service Centennial.

I reflect on the long history of challenges faced by many AANHPIs and the gratitude for the Foreign Service community we have built across the department, at every level, to proudly represent our country. As the first Chinese American AFSA State vice president, I want to help colleagues overcome intergenerational trauma and persistent invisibility inside and out of the workplace.

Breaking Barriers.

I reflect on 100 years of history, recalling the significance of episodes in which AANHPIs' loyalty and place in America were questioned.

During the late 1800s, for example, the California Gold Rush led to restrictive immigration legislation specifically targeting Chinese Americans that remained in place for half a century. And during World War II, communities of Japanese Americans were rounded up for years inside internment camps.

As a Foreign Service officer and AFSA leader, I won't ever forget those historical memories of our family members, friends, and colleagues deployed to the front lines despite the rise of anti-Asian acts and hate crimes at home.

Our fight against these

threats to our civil liberties continues to the present day under the increasing tensions of global strategic competition with China.

Still more important, trailblazers across our department, such as Deputy Secretary for Management and Resources Ambassador Rich Verma, Assistant Secretary Michele Sison, Ambassador Julie Chung, Ambassador Hugo Yon, and Deputy Assistant Secretary Robert Ogburn are breaking those bamboo ceilings and transforming leadership from the heart. These leaders and so many others light the fire in me to open new doors of opportunity for others to follow.

The Data Story. I am pleased to see incremental progress among self-identified Asian American entry and mid-level employees in our Foreign Service in the Diversity, Equity, Inclusion, and Accessibility Demographic Baseline and the MD-715 reports to the Equal Employment Opportunity Commission (EEOC) from 2019 to 2023. However, Asian American generalist and specialist Senior Foreign Service employees remained stagnant, hovering between 5 and 5.53 percent (out of approximately 700 Asian American generalists and 400 Asian American specialists across all ranks) for the same period.

Why are AANHPIs not crossing the senior threshold at the proportional rates

relative to the majority population, and why is this so persistent? According to a September 2022 McKinsey study, "Asian American Workers: Diverse Outcomes and Hidden Challenges," we only need to disaggregate the data down to subgroups and cones/specialties to show disparate, unequal outcomes.

In fact, that study identified popular perceptions of AANHPIs as manicurists/pedicurists, software developers, or physicians—the three common trades according to the U.S. Census. A U.S. government official—let alone a Foreign Service officer—doesn't even make a tiny dot on that AANHPI labor workforce map.

Finding Allies. Experiences of institutional biases and discrimination continue everywhere according to a November 2023 Pew research study. Within the department, across the U.S. government, and throughout U.S. society, we need every ally, including leaders across both sides of the political aisle. I get pushback often: Why are you so focused on these questions? What data do you have to prove the alleged biases?

As one colleague said: "We have to make others understand our lived experiences." In the Foreign Service, it is both a lived experience and a waste of taxpayer dollars to hire new entry-level officers and move them to D.C. for training, only to have them

wait for unpredictable lengths of time, unable to deploy to China or other countries because of a pending Bureau of Diplomatic Security (DS) assignment review or appeal of an assignment restriction.

I am grateful for Hill allies such as Congressman Ted Lieu (D-Calif.) and Congressman Andy Kim (D-N.J.), who have been stalwart supporters of DS transparency measures and appeals reform on these matters. I am thankful for the support of AFSA's tireless labor management attorney Colleen Fallon-Lenaghan, who has provided expert advice to our confused members stuck in these processes.

I urge all department leaders to get this right. We need your support to enable those who have linguistic, cultural, and regional talents to be deployed so we can win this global competition.

Equipping Leaders. My final kudos extend to AANHPI and other leaders across our employee organizations—the community lifeline. AFSA welcomes your engagement, and our labor negotiations with the department are more inclusive because of your ideas and collaboration.

Not just this month, but every month, let us advance a centennial celebration focused on delivering inclusive outcomes and show the creative, genuine stuff of which AANHPI leadership is made. ■



Remembering Our Fallen USAID Colleagues

As we celebrate 100 years of the Foreign Service, it's important to remember the lives and service of those who were killed or died as a result of their service. From 1953 and the original Point Four Program that led to the creation of the Agency for International Development until today, those fallen friends and colleagues have been remembered on the USAID Employee Memorial Wall.

Below are the 99 memorialized names of USAID Foreign Service officers, Foreign Service Nationals, and contractors who lost their lives while serving the U.S. government to promote international development.

With undying gratitude, we honor your service and ultimate sacrifice.

1950-1959

Walter Eltringham, Korea
Ralph B. Swain, Mexico
Everette D. Reese, Vietnam
Kevin M. Carroll, unnamed country

1960-1969

Dolph B. Owens, Vietnam
Sydney B. Jacques, Nepal
Oscar C. Holder, Nepal
Clyde F. Summers, Vietnam
W. L. Jacobson, Vietnam
John Alfred Nuhn, Thailand
Justin B. Mahoney, Vietnam
Jerry A. Rose, Vietnam
Rodrigo Santa Anna, Vietnam
John B. Cone, Vietnam
Joseph W. Grainger, Vietnam
Peter M. Hunting, Vietnam
John L. Oyer, Vietnam
Jack J. Wills, Vietnam
William D. Smith III, Vietnam
Normal C. Clowers, Vietnam
Donald O. Freeman, Vietnam
D. M. Sjostrom, Laos
Carroll H. Pender Sr., Vietnam

James A. Wallwork, Egypt
Robert K. Franzblau, Vietnam
Dwight H. Owen Jr., Vietnam
Francis J. Savage, Vietnam
Frederick Cheydeur, Laos
Marilyn Allan, Vietnam
Robert LaFollette, Vietnam
Gustav C. Hertz, Vietnam
Donald J. Pareteau, Laos
Harold O. Sealock, Laos
Kermit Krause, Vietnam
John T. McCarthy, Vietnam
Robert W. Hubbard, Vietnam
Michael Murphy, Vietnam
Frederick J. Abramson, Vietnam
Albert Farkas, Vietnam
Thomas M. Gompertz, Vietnam
David L. Gitelson, Vietnam
Richard A. Schenk, Vietnam
Hugh C. Lobit, Vietnam
Jeffrey S. Lundstedt, Vietnam
Robert W. Brown Jr., Vietnam
Robert R. Little, Vietnam

Donald S. Kobayashi, Laos
Robert D. Handy, Vietnam
Dennis L. Mummert, Laos
George B. Gates, Vietnam
Chandler Edwards, Laos
Arthur Stillman, Laos
Thomas W. Raggsdale, Vietnam

1970-1979

David Bush, Vietnam
Dan A. Mitrione, Uruguay
Joseph B. Smith, Vietnam
James A. Hyde, Vietnam
Luther A. McLendon, Vietnam
Eugene F. Sullivan, Vietnam
John Paul Vann, Vietnam
Bruce O. Bailey, Vietnam
Edward G. Hines, Vietnam
Rudolph Kaiser, Vietnam
Thomas Olmsted, Thailand
Garnett A. Simmerly, Philippines

1980-1989

Richard Aitken, Sudan
Thomas R. Blaka, Lebanon
William R. McIntyre, Lebanon
Albert N. Votaw, Lebanon
William R. Stanford, Pakistan
Charles F. (Chuck) Hengna, Pakistan
Gladys Gilbert, Ethiopia
Rolando Barahona, Honduras
Debebe Agonafer, Ethiopia
Robert B. Hebb, Honduras
Thomas Worrick, Ethiopia
Roberta Worrick, Ethiopia
Frank L. Fairchild Jr., Pakistan

1990-1999

Lisa Isidro, Philippines
Lino De La Cruz, Philippines
Ed Plata, Philippines
Richard Finely, Philippines
Susan Doria, Philippines
Dominic Morris, Sudan
Baudoin Tally, Sudan
Andrew Tombe, Sudan
Chaplain Lako, Sudan
Nancy Ferebee Lewis, Egypt

2000-2009

Laurence M. Foley, Jordan
Bijnan Acharya, Nepal
Margaret Alexander, Nepal
Unnamed, Iraq
Abdelrahman Abbas Rahama, Sudan
John Michael Granville, Sudan

2010-present

Dale J. Gredler, Indonesia
Ragaei Abdelfattah, Afghanistan
Antoinette Beaumont Tomasek, Haiti
Mark A. Mitchell, Georgia
Fresja Denysenko, Haiti

To nominate a fallen colleague consult Automated Directives Service 492, USAID Employee Memorial Program or contact the agency's Counselor Office. ■



Do the Math: FCS Makes Sense

This May several notable centennial celebrations memorialize the signing of the Rogers Act of 1924 and the establishment of AFSA.

Over the past 100 years, AFSA has helped tens of thousands of its members and has positively impacted U.S. foreign policy and national security. As a nonpartisan association and union, AFSA also strives to collaborate with the leadership of all foreign affairs agencies to advocate for the well-being of members of the U.S. Foreign Service.

May is also recognized as World Trade Month in the U.S., and we use this month to celebrate the importance of international trade to the U.S. economy. When policymakers seek to grow the economy, they often revisit the formula for GDP: $Y=C+I+G+(X-M)$. My macroeconomic professor would be pleased to know that I frequently use this formula to describe the importance and impact that the Foreign Commercial Service (FCS) has in supporting the creation of American jobs and economic growth.

Two of the components of GDP and key drivers of economic growth are baked into the charter of FCS: attracting foreign direct investment (I) and supporting U.S. exports (X).

Strategically located with a presence in 122 international and 106 domestic

locations, FCS attracts and retains foreign investment from global companies through its award-winning SelectUSA program. Our colleagues around the world support the onshoring of American jobs through foreign direct investment in everything from scalable startups to vital silicon chip manufacturers.

The 2023 SelectUSA Investment Summit broke records, with more than 4,900 participants, investors from 83 international markets, representatives from 55 U.S. states and territories, 21 U.S. ambassador-led foreign delegations, and 230+ speakers, including six Cabinet members and 16 governors. Since its inception, SelectUSA has facilitated more than \$200 billion in investment, creating and/or retaining more than 200,000 U.S. jobs!

In Fiscal Year 2023, FCS supported 32,573 U.S. companies looking to export products and services abroad. Through our advocacy efforts, we helped U.S. companies win foreign contracts worth over \$53 billion supporting more than 250,000 U.S. jobs.

FCS also plays an active role in advancing U.S. policy by co-leading multilateral and bilateral dialogues that strengthen national economic security, supply chain resiliency, and commercial cooperation. We're partner-

ing with the Department of Defense and the interagency on securing America's future in critical and emerging technologies that help our nation outcompete strategic adversaries.

No other agency in the U.S. government can boast about such meaningful and direct impact on our economy or greater return on investment to taxpayers.

Despite our stellar performance record, however, some in Congress, the interagency, and even in our own department do not understand the value that FCS provides. Our budget has been slashed, leading to post closures, professional

burnout, early retirements, and ever-worsening morale.

Still, in this season of spring and rebirth, I am hopeful that the sizable impact we have on the economy in general and on U.S. companies in particular will be recognized with a refreshed mission and greater appropriations that recognize this impact.

FCS has only around 1,500 high-performing, loyal public servants who help return more than \$360 to the U.S. economy for every \$1 received in appropriations. Even the nuttiest of professors can understand that that type of ROI needs more funding, not less. ■

In Memoriam

AFSA mourns the passing of Esther Coopersmith, one of our centennial honorary committee members, on March 26, 2024.

Coopersmith served as a public member of the U.S. delegation to the United Nations General Assembly during the Jimmy Carter administration. She received a U.N. peace medal in 1984. She was also named as a UNESCO goodwill ambassador in 2009.

Coopersmith truly was a "citizen diplomat." The *Washington Post* called her



Esther Coopersmith.

"in effect a member of the diplomatic service, her home a ritual stop for envoys newly arrived in Washington." ■



Follow the Money

As we celebrate the centennial of the founding of the Foreign Service and AFSA, let's take a moment to note something else of importance created 100 years ago: the Foreign Service Retirement and Disability Fund. The Rogers Act of 1924 created the fund to provide annuities to retired Foreign Service members, their surviving spouses, and qualifying former spouses (the Civil Service has a separate pension fund created in 1920).

If you have ever wondered how the fund is invested, how much money is in it, how much it brings in and pays out each year, and how many people it benefits, below are some facts and figures. They come from the fund's Sept. 30, 2023, annual report written by private sector actuaries contracted by the Department of State.

As of the report date, the fund was valued at \$21.1 billion. Its assets are held in special-issue bonds issued by the Department of the Treasury that currently pay a 4.5 percent annual rate of return. Fund assets are not held in stocks, corporate bonds, cryptocurrency, or other private sector investments.

In the year ending Sept. 30, 2023, the fund paid benefits totaling \$1.14 billion. Retirees received 87 percent of that total, with survivors

receiving 11 percent and former spouses getting 2 percent.

During that same period, the fund took in \$1.54 billion. About one-third came from investment income. Nearly 27 percent came from agency contributions. Just under 5 percent came from employee salary deductions and military service buy-back payments.

The remaining one-third of fund additions came from what is called 30-year amortization payments. That is a mechanism by which actuaries each year project the fund's income and expenses 30 years into the future. If that projection shows a deficit, the U.S. Treasury closes the gap in equal annual installments over 30 years.

In the 15 years that I have reviewed the fund's reports, I have seen the projections of surpluses or deficits vary widely from year to year due to the inevitable guesswork involved in projecting income and expenses three decades ahead.

For example, the actuaries have to project future rates of return on investments, future retiree cost of living adjustments, and changeable demographic factors such as the average length of time drawing benefits. Thus, please do not be concerned that the most recent projection foresees an unfunded liability in the year 2053.

The Rogers Act of 1924 created the fund to provide annuities to retired Foreign Service members, their surviving spouses, and qualifying former spouses.

Approximately every five years, private sector actuaries conduct a special review called an experience study. It checks their past assumptions regarding income, expenses, and other factors against recent actual experience. With those results, the actuaries update the future expectations used in the next five years' annual fund reports.

In terms of beneficiaries, in the year ending last Sept. 30, monthly pensions were being paid to approximately 13,000 retirees (59 percent in the "new" FSPS retirement system covering people hired after 1983 and 41 percent in the "old" FSRDF system), 3,000 surviving spouses, and 1,000 former spouses. Another 3,000 separated former Foreign Service members are waiting to receive a deferred annuity when they meet the age requirement. Also waiting to qualify for pensions are the approximately 15,750 current Foreign Service members—just 15 of whom remained covered by the FSRDF system as of the report date.

The only time that most Foreign Service retirees think about the fund is during a federal budget standoff between Congress and the White House. Be reassured, however, that our pension payments continue even during government shutdowns. That money is drawn from the fund, not from congressional appropriations, and the Department of State always keeps enough essential employees working during shutdowns to process the monthly annuity payments.

Finally, have you ever wondered how much money you contributed to the fund in salary deductions during your career? If you retired in 2012 or later, then that amount was listed on the first annual Form 1099-R that the State Department finance office issued to you. If you retired before 2012, the finance office should have sent you a letter at retirement detailing the amount that you contributed to the fund. ■

2023 AFSA PAC Report

After the 2022 congressional elections and the beginning of the 118th Congress, members of the AFSA-PAC Committee of the Governing Board met to develop a list of potential contributions.

With the advice of our director of congressional advocacy, members identified about 30 members of Congress we might contribute to over the next two years. Members of the committee also continued the policy of not contributing to members of Congress who voted against certifying the result of the 2020 presidential elections.

In compliance with our political action committee bylaws, we ensure an even monetary distribution over two years between the two major parties. Your PAC donations enable AFSA's president to participate in events for members of Congress. Face-to-face contact is essential to move the legislative initiatives that benefit our members. In 2023, we contributed \$7,000 total to five members of Congress, and the AFSA president attended each of the PAC events.

Two PAC solicitations went out in the spring of 2023—the first aiding our wins in the State Authorization Act and the second garnering positive progress on pet travel advocacy. ■

—John O'Keefe, AFSA Treasurer

AFSA Hosts Global Town Hall

AFSA hosted a series of global town halls for all members on Feb. 27. More than 200 AFSA members listened in as AFSA President Tom Yazdgerdi, joined by State VP Tina Wong, USAID VP Randy Chester, and Advocacy Director Kim Greenplate, presented updates on current advocacy priorities and concerns.

Yazdgerdi's remarks covered a range of topics, including recent wins on healthcare coverage for new FS members and current challenges caused by constrained budgets. He explained AFSA's current strategy of pushing for low- and no-cost advocacy items that are more likely to gain traction in today's tight budget environment.

The AFSA team also covered the continued slow pace of confirmations and member concerns about the congressionally mandated LEPP (lateral entry) pilot program.

AFSA uses all member questions, even those not addressed, to inform our future events.

The next town hall will be held in summer 2024. ■



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AFSA, GTM Meet with Employee Organizations

On March 6, AFSA invited representatives from the many employee organizations (EOs) at the State Department to join AFSA and leaders from the office of Global Talent Management (GTM) to learn how to effectively and legally lobby for changes they want to see in the department and to find ways to partner with AFSA and GTM to reach their goals.

AFSA President Tom Yazdgerdi, State VP Tina Wong, and AFSA State Representative Greg Floyd led the meeting. Steve Polson, GTM's labor management chief, attended, as did Sharon Papp, AFSA's general counsel.

The meeting covered talking to the media, engaging with the Hill, anti-lobbying provisions that Foreign Service members need to follow, and ways EO members can promote the causes that are important to them. ■

AFSA Meets with Working in Tandem

On Feb. 14, AFSA President Tom Yazdgerdi, State VP Tina Wong, and other senior AFSA staff members met with leaders of the employee organization Working in Tandem.

Working in Tandem strives to help the department attract and retain an agile, skilled, and representative workforce by developing creative, inclusive solutions to the unique challenges facing tandem employees and their families.

Working in Tandem represents the interests of tandem employees by providing a forum for discussing issues of concern to these employees. One of the priorities they shared with AFSA is to maintain the availability of remote work agreements (RWA) and to allow bureaus to offer RWAs without higher-level approval to tandem employees whose spouses are assigned domestically outside the Washington, D.C., area.

For more information about the group, email WorkinginTandem@state.gov. ■

AFSA and Global Ties



(Left) AFSA's Allan Saunders talks to Global Ties attendees about AFSA resources. (Right) Past FSJ author Janine Branch was excited to see her 2015 article featured at the event.

On March 5, AFSA President Tom Yazdgerdi was a featured speaker at the Global Ties network leadership reception at the National Museum of American Diplomacy. Yazdgerdi shared information about the upcoming joint Foreign Service and AFSA centennials with more than 100 attendees.

AFSA and FSJ representatives were on hand the next morning at the Global Ties Resource Fair, where we caught up with colleagues and shared information about AFSA with attendees.

We were particularly excited to run into Janine Branch, who wrote for the FSJ's December 2015 edition focusing on international visitors. Her article, "A Cocoa Tree Grows in Baltimore," tells the story of a partnership between Baltimore-based Taharka Brothers Ice Cream and De La Sol Haiti in the wake of the 2010 earthquake in Haiti. ■

AFSA Webinar Managing Your Retirement Portfolio

On March 5, AFSA invited William Carrington, a certified financial planner specializing in issues pertaining to the Foreign Service, to speak to our members about investing with a focus on retirement income, growth, and safety. Mr. Carrington is the spouse of a retired Foreign Service officer.

Among other topics, Mr. Carrington explained how Roth conversions work and talked about how retirees can manage risk and cope with market volatility.

Members can view the entire presentation at <https://afsa.org/video>. ■



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AFSA's Exemplary Performance Awards

Fifteen years after launching its unique constructive dissent awards in 1968 (profiled in the April Good Works), AFSA began expanding its awards program to honor other categories of achievement, professionalism, and service within the Foreign Service community.

The first new award was the Avis Bohlen Award (1983) to recognize Foreign Service family members who make a significant impact on the U.S. mission community and the community of their host country.

During the 1990s, AFSA added five additional annual awards. The Nelson B. Delavan Award (1991) recognizes Foreign Service office management specialists (OMS) who make a significant contribution to the effectiveness and morale of an overseas post or domestic office.

The AFSA Achievement and Contributions to the Association Award (1994) recognizes AFSA members who advance the association's mission.

The M. Juanita Guess Award (1995) celebrates Community Liaison Office coordinators (CLO) who demonstrate excellence in assisting families serving at an overseas post.

The Award for Lifetime Contributions to American Diplomacy (1995) honors

those who have made extraordinary contributions to diplomacy and the diplomatic profession over many years, while the Matilda W. Sinclair Language Awards (1997) recognize exceptional achievement in the study of a Category III (hard) or IV (super hard) foreign language.

In recent decades, AFSA added three additional awards. The Post Representative of the Year Award (2001) recognizes AFSA post representatives who advance AFSA's priorities working with members at post and post management.

The Mark Palmer Award for the Advancement of Democracy (2015) honors Foreign Service members who promote U.S. government policies advancing democracy, freedom, and governance.

The Foreign Service Champions Award (2021) for noncareer members of the wider foreign affairs community who champion the role of the Foreign Service in foreign policy.

All awards come with a cash prize except for the Award for Lifetime Contributions to American Diplomacy, the Achievement and Contributions to the Association Award, and the Foreign Service Champions Award.

AFSA's Good Works

Each month during our centennial year, The Foreign Service Journal is profiling an AFSA program that advances the collective or individual interests of its members. This month we feature the exemplary performance awards.

Funding for awards with cash prizes is provided by the Delavan Foundation, the Ambassador William R. Rivkin family, the Avis Bohlen family, Dr. Sushma Palmer, Clements Worldwide, and the Matilda W. Sinclair Fund.

All but one (see below) of the awards are conferred at the AFSA annual awards ceremony held each year in October, usually in the Benjamin Franklin Room on the eighth floor of the Harry S. Truman Building. The Secretary or Deputy Secretary of State almost always attends, along with the Director General of the Foreign Service and other senior officials.

A significant driver of attendance at the ceremony is the high-profile recipient of the Award for Lifetime Contributions to American Diplomacy. Past recipients from outside the Foreign Service include former President George H.W. Bush and former Secretary of State George Shultz. Recipients from the career Service have included Larry Eagleburger, Tom Boyatt, Ruth Davis, Edward Perkins, and Tom Pickering.

Announced separately each year are winners of the Matilda W. Sinclair Language Awards. Ten recipients

are selected in the fall after concluding their language studies. That timing, and the fact that recipients are almost always serving abroad at the time of the announcement, precludes their presence at the annual awards ceremony.

Every year, members of the Foreign Service in all the foreign affairs agencies are invited to nominate a colleague to receive the recognition they richly deserve. The nomination deadline for 2024 is May 22 for all awards except the Sinclair Language Awards, for which the deadline is August 23, 2024.

Nominations must be submitted through the AFSA website. For details, including award criteria and a list of past recipients, see <https://afsa.org/awards-and-honors>.

Nominations are reviewed by judging panels that forward their recommendations to the AFSA Awards and Plaques Committee. That committee finalizes the recommendations and submits them to the AFSA Governing Board for a final decision, and the award recipients are profiled in the December issue of *The Foreign Service Journal*.

—John K. Naland ■

■ **Lindsey Grant**, 97, a retired Foreign Service officer, died on Jan. 9, 2024, in Asheville, N.C., at the home of his son and daughter-in-law, where he had lived since 2019.

Born in Chapel Hill, N.C., in 1926, Mr. Grant grew up in New York City, except for a formative high school year when he and his sister lived with his grandmother on St. Simons Island, Ga. The family moved constantly during the Depression to stay in housing they could afford, navigating to keep the kids in the best school districts.

Mr. Grant excelled academically and won an invitation to attend Deep Springs College in California, which imprinted him for life with a love of wilderness and photography and a commitment to making a contribution in the world.

From Deep Springs, he joined the Navy and, when World War II ended, enrolled at Cornell University. After graduating with a history degree, Mr. Grant joined the U.S. Foreign Service in 1951.

His first post was to the consulate in Hong Kong, where he developed a strong interest in Chinese language, culture, and politics, and fell in love with Helen Burwell “Berry” Marshall, who was working for the United States Information Agency.

They married in 1952, had two children, daughter Paige and son Gordon, and served for 27 years in Asia and Cyprus, with intervening assignments at the State Department and the White House.

As director of the Office of Asian Communist Affairs at the State Department, Mr. Grant drafted Assistant Secretary Roger Hilsman’s Commonwealth Club speech of December 1963, the first public statement by the U.S. government that the U.S. expected to live with Communist China, not overthrow it.

On the staff of the National Security Council, he drafted the “Nixon Doctrine,” which stated that the U.S. would provide an

external shield to friendly countries against communist aggression, but that it was up to those countries to develop healthy societies resistant to such aggression.

Toward the end of his diplomatic career, Mr. Grant became convinced that population growth and its environmental effect was more important than bilateral foreign policy. As deputy assistant secretary of State for environment and population affairs, he was the initiator and State Department coordinator for the Global 2000 Report to the President.

He chaired the interagency committee on international environmental affairs, was the U.S. delegate to (and vice chair of) the Organization for Economic Cooperation and Development (OECD) environment committee, was the U.S. member of a U.N. committee of experts on the environment, and convened the first studies leading to international agreements on stratospheric ozone and acid precipitation.

Mr. Grant retired in 1978 and became a researcher and writer on population issues. His books include *Foresight and National Decisions: The Horseman and the Bureaucrat* (1988); *Elephants in the Volkswagen* (1992); *How Many Americans?* (with Leon Bouvier, 1994); *Juggernaut: Growth on a Finite Planet* (1996); *Too Many People: The Case for Reversing Growth* (2001); and *The Collapsing Bubble: Growth and Fossil Energy* (2005).

Several of these books and dozens of articles on similar topics can be found at www.npg.org, the website of Negative Population Growth, Inc.

Between writing and research projects, Mr. Grant continued to evolve as a photographer, doing his own darkroom work and later engaging in impressionistic manipulations of digital images.

He and Ms. Grant moved to Santa Fe, N.M., in 1992, where daughter Paige had

settled, and spent 25 years delighted with that community and its high, dry landscape. As his wife’s health declined, they moved to Asheville and the kind care of son Gordon and daughter-in-law Susan. Ms. Grant predeceased him in 2020.

Survivors include daughter Paige (and spouse Neil Williams); son Gordon (and spouse Susan); grandchildren Meade, Ariel (and partner Travis Sehorn), Rachel (and spouse Jon Rugh), and Glena; and great-grandchildren Winnie, Virginia, and Grant.

Mr. and Ms. Grant are interred at the Santa Fe National Cemetery.

■ **Lars Holman Hydle**, 83, a retired Foreign Service officer and former AFSA president, died on Nov. 19, 2023, in Washington, D.C.

Mr. Hydle was born in 1940 in Muncie, Ind., to Lars L. Hydle, of Ulvik, Norway, a professor of psychology at Ball State University, and Louise E.H. Hydle, of Rochester, Ind., a kindergarten teacher and homemaker.

His family moved to Glendale, Calif., in 1953 when his father retired. Mr. Hydle graduated from Hoover High School in Glendale in 1957. He earned a B.A. in diplomacy and world affairs from Occidental College in 1960, and he later earned a Ph.D. from Columbia University’s department of public law and government. His first job with the federal government was with the Voice of America in Washington, D.C.

Mr. Hydle was sworn into the U.S. Foreign Service on Nov. 6, 1965. During a nearly 30-year career, he was involved in some of the most significant foreign policy issues and conflicts of the time. In 1966, he volunteered to go to Vietnam for his first tour, where he served in Saigon as a consular and political officer.

From 1968 to 1970, he was stationed in

Bien Hoa and Danang with the provincial reporting unit and as a political adviser to the deputy ambassador for Republic of Vietnam Region III (DEPCORD). And from 1970 to 1972, he was assigned to the Vietnam Working Group in Washington, D.C.

Mr. Hydle then served as vice consul in Belfast during the Troubles, an assignment that was interrupted by a short-term assignment in Vietnam in 1973 after the peace agreement.

In 1974 he returned to Washington, D.C., from Belfast and served for two years with the Department of Defense–Marine Corps Plans Division, including as a congressional escort and interpreter in Vietnam just before the fall of Saigon in 1975.

From 1975 to 1977, Mr. Hydle served on the Policy Planning Staff, writing speeches for the deputy secretary and under secretaries of State and, at times, for Secretary of State Henry Kissinger.

From 1977 to 1979, Mr. Hydle served in the Bureau of Public Affairs. At the same time, he was president of the American Foreign Service Association, where he championed the selection of career Foreign Service officers for ambassadorships and other political appointments in foreign policy positions.

From 1979 to 1981, Mr. Hydle was assigned to the Ethiopia desk, at a time when Ethiopia was supporting the Soviet Union's invasion of Afghanistan. From 1981 to 1983, he was stationed in Accra as a political officer during a military coup.

From 1983 to 1985, he was stationed in Port of Spain as a political officer, one of the few assignments up to that point where he was not amid major conflict. There he immersed his young family in Trinidad and Tobago's culture, music, food, and carnival traditions.

Mr. Hydle returned to Washington, D.C., in 1985, assigned to the Office of Inspector General and tasked with

inspecting missions in the Office of Medical Services, Saudi Arabia and other Arabian Peninsula countries, and Southeast Asia, including Thailand, Laos, and Burma.

From 1986 to 1988, he served as a division chief in the Bureau of Intelligence and Research (INR) for Africa, and from 1988 to 1990, he was chairperson of the Secretary's Open Forum.

From 1990 to 1991, during Operation Desert Shield, Operation Desert Storm, and Operation Provide Comfort, Mr. Hydle served on the Kuwait Task Force, which included time in Bahrain during the height of military operations in the region. At the end of the war, he was again in D.C., assigned to INR as an analyst for Palestinians and for Jordan leading up to the Oslo Accords.

Mr. Hydle retired in 1993 after 30 years of service in the federal government. In retirement, he turned his attention toward local activism. He worked with former AFSA presidents and others to advance the selection of qualified candidates in foreign policy appointments. He worked as lead census field manager for the 2000 Census. And he served one term as ANC-3C Neighborhood Commissioner. Especially important to him was the movement to gain representation in Congress for the citizens of Washington, D.C.

Mr. Hydle is survived by his wife of 50 years, Irene Sandvold, son Lars S. Hydle, daughter Ingeborg Hydle, and grandson Victor Elizaldi Sifuentes, all of Washington, D.C.; his sister Katrina Mansinon of Virginia; brother Hugh Hydle of California; and a large family of nieces, nephews, cousins, and grandnieces and -nephews.

■ **John C. Kornblum**, 80, a retired Foreign Service officer and former

ambassador, died on Dec. 21, 2023, in Nashville, Tenn.

Mr. Kornblum was born in Detroit, Mich., on Feb. 6, 1943, to Ethelyn and Samuel Kornblum. He earned a B.A. from Michigan State University, where he studied political science and German, in 1964. In 1987 he married Helen Sen, and the couple had two sons, Alexander and Stephen.

Mr. Kornblum began his diplomatic career in Hamburg in 1964. He served as a member of the State Department's Policy Planning Staff (1973-1975) and director of the Office of Central European Affairs (1981-1985).

In 1985 Mr. Kornblum was appointed United States minister and deputy commandant in Berlin. While in that position, he orchestrated President Ronald Reagan's visit to Berlin in June 1987. In the face of resistance by local officials, Mr. Kornblum persisted, fulfilling his vision of President Reagan's speech at the Brandenburg Gate, where the president famously exhorted the communist leader of the USSR: "Mr. Gorbachev, tear down this wall!"

He served as the deputy United States permanent representative to NATO in Brussels from 1987 to 1991.

In 1992 Mr. Kornblum was appointed to lead the U.S. delegation at the Helsinki Summit, afterward moving on to Vienna to continue as the first U.S. ambassador to the permanent body of the Organization of Security and Co-operation in Europe (OSCE), where he served for two years. His efforts included integrating Eastern European nations and former Soviet republics into Western structures and making the first diplomatic attempts to prevent war in the Balkans.

As senior deputy assistant secretary of State for European affairs and assistant secretary of State from 1994 to 1997, Ambassador Kornblum worked

on enlarging NATO and the European Union, with special arrangements for Russia and Ukraine.

He also served as deputy chief of the Bosnian peace negotiations and was special envoy to the Balkans from 1995 to 1997.

His final diplomatic assignment was as U.S. ambassador to Germany (1997-2001), the first American ambassador to serve in a united Germany since 1941. In that post, he fought to ensure that the U.S. embassy in Berlin be rebuilt in its original historic location near the Brandenburg Gate, where it stands today.

For his work in the Foreign Service, Amb. Kornblum received multiple honors, including the U.S. Department of State Secretary's Award, a medal of honor from OSCE, a Knight's Cross of the Order of Merit from Germany, an Order of Merit from Austria, and a silver medal from the American Chamber of Commerce in Germany. He was also an honorary citizen of Sarajevo and was named a Knight Against Deadly Earnestness in Aachen, Germany, in 1999.

After retiring from the Foreign Service in 2001, Amb. Kornblum was chairperson of the investment bank Lazard Freres Germany (2001-2009) and senior counselor to the international law firm Noerr. He also served as adviser to Bayer AG, ThyssenKrupp Technologies, Motorola Europe, Macquarie, Russell Reynolds, Management Circle, Accenture Germany, and Pfizer.

He was also involved in the nonprofit sector, lending his expertise to the American Academy in Berlin, the English-language public service radio station KCRW Berlin, and the John F. Kennedy Atlantic Forum, an organization dedicated to furthering trans-Atlantic entrepreneurial dialogue. He was a board member of the Tennessee World Affairs Council.



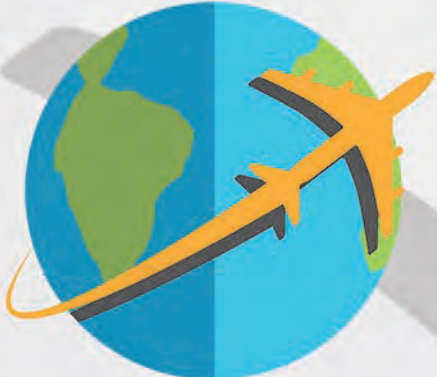
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Amb. Kornblum continued to write, advise, and teach until not long before his death. In March 2023, he was named Vanderbilt University's first distinguished ambassador in residence.

He is survived by his wife, Helen, and sons Alexander and Stephen.

■ **Ernest "Ernie" Clarence Kuhn**, 83, a retired USAID Foreign Service officer, passed away peacefully after a long illness on Dec. 29, 2023, in Washington, D.C.

Born and raised in Newark, Ohio, a place he returned to regularly throughout his life, Mr. Kuhn was an avid traveler at heart, immersing himself in the history, cultures, and languages of Southeast Asia and the Middle East over decades of devoted international public service and love of history.

Mr. Kuhn served as a tour director on excursions to Asia, Europe, and the Middle East during his undergraduate studies. Upon graduating from Ohio State University with a B.A. in history, he joined the Peace Corps as part of Group VII and served in Thailand from 1963 to 1965.

He then spent more than 30 years as a Foreign Service officer with USAID in Laos, the Philippines, Egypt, Indonesia, and finally in Washington, D.C.

Mr. Kuhn was posted to Laos in September 1965, assigned to the Rural Development Division, where he worked in the refugee relief program. From 1971 to 1975, he headed the Division of Refugee Relief countrywide from Vientiane.

Mr. Kuhn had a passionate and deep interest in the history and culture of the places he lived—but most particularly Laos, whose language, culture, and history he loved and studied throughout his life. In recognition of his services to Laos, Mr. Kuhn received the Order of the Million Elephants and the White Parasol

from King Savang Vatthana in 1968, the kingdom's highest knighthood order.

While serving in Laos, he met his beloved wife, Phaythoune (néé Sengchanh), who was by his side throughout his life and at the end. They were married in Sam Thong in 1969.

In 1995 he was interviewed by the Association for Diplomatic Studies and Training as part of their oral history project.

Mr. Kuhn was an adventurous traveler, avid photographer, bird watcher, and fisherman. He freely provided photographs for a guidebook to Egypt, supported eagle conservationists in the Philippines, hosted a team of *National Geographic* wildlife experts for two weeks at his home, and competed in deep sea fishing competitions.

He took his family on rugged weeks-long trips to discover and explore the countries they lived in, including the terraced rice fields of Mindanao, the Sahara Desert in western Egypt, the Sinai, and Hindu and Buddhist temples on the islands of Java and Sumatra.

Mr. Kuhn taught his daughters how to develop film in the dark room he built and supported their interests as budding photographers. He also greatly loved returning to Ohio during summer home leaves and spending time in the family cabin that his parents built with him and his brother when he was a teenager.

He gave authors and television producers not only his time but also photographs and film recordings about Laos. The Ernest and Phaythoune Kuhn Image Collection—a curated collection of photographs of Laos and Thailand during the 1960s and 1970s—is available online at the University of Wisconsin–Madison library.

Mr. Kuhn was preceded in death by his parents, Joseph and Hallene (Fulke) Kuhn, and his brother, James Kuhn.

He is survived by his wife, Phaythoune

Kuhn; daughters Christine Kuhn-Patrick (and spouse Jonathan) and Kimberly Kuhn (and spouse Brian Kaplan); grandchildren Imogen Kuhn-Patrick and Quincy Kaplan; sister-in-law Emily (Chin) Kuhn; and nieces Bailey and Taylor Kuhn.

Condolences can be shared with the family on the memorial website at ErnieKuhn.net.

■ **David Henry Mandel**, 82, a retired USAID Foreign Service officer, passed away on Jan. 24, 2024, in Tucson, Ariz., from pneumonia.

Mr. Mandel was born in Brooklyn, N.Y., on April 29, 1941.

He was an Eagle Scout, played table tennis and softball, enjoyed Scottish country dancing, and loved to travel, having visited more than 100 countries.

Mr. Mandel joined USAID in 1965 and in a 35-year career served in Nepal, Pakistan, India, Bangladesh, Colombia, Lebanon, Oman, Côte d'Ivoire, Botswana, and Uzbekistan. He retired in 1998.

In retirement he volunteered with the Arizona Attorney General's Office, Tucson Botanical Gardens, and as a U.S. Forest Service patrol member.

Mr. Mandel is survived by his wife of more than 60 years, Jill; their children Jennifer, Elizabeth, Douglas, and Duncan; and grandchildren Nova, Jack, Alex, Lila, and Soleil.

■ **Alexander "Alex" Durham Newton**, 79, a retired USAID Foreign Service officer, died on Jan. 15, 2024.

Mr. Newton was born on Aug. 6, 1944, in Madison, Ga., where the Newton family had lived and led their community for more than 200 years.

He attended Morgan County High School in Madison and then transferred to Emory at Oxford boarding prep school to finish his secondary education. He

earned a B.A. in political science at Brown University and then moved on to Duke Law School to obtain his J.D.

Mr. Newton became a lawyer on Wall Street. But it just wasn't enough for a man who wanted to make a real difference for the people of the world, so he joined the Peace Corps and headed to Guatemala, where he cut his development teeth working in the agriculture sector.

Mr. Newton's first foray into Africa was with the African Labor Union in Togo. He then landed a contractor position with USAID in Mali, and eventually joined the organization as a direct hire in the Office of the General Counsel.

His first overseas assignment, in 1981, was in the Regional Economic Development Service Office in the Ivory

Coast, where he solved legal issues for USAID bilateral missions including Nigeria, Mauritania, Chad, and all the countries in between.

Mr. Newton was untiring in getting to all 24 countries in the region. He was known for taking photos and ferreting out endless historical, social, and cultural details while providing exceptional legal knowledge and support.

While in Abidjan, he produced Lonely Planet travel guides for West and Central Africa and even updated them with second editions. Mr. Newton also kept an ever-growing menagerie of exotic and not-so-exotic animals at his home.

His next assignment, as USAID's regional legal adviser, was in Ecuador. He traveled up and down the Andes helping

South American USAID bilateral missions.

While on temporary assignment in Lima, Mr. Newton met Betsy Wagenhauser and knew she was it: They were married in 1991. In Quito, Mr. Newton collected another menagerie, and everyone in the mission got to enjoy his wonderful pool.

From there, Mr. Newton moved to Bangladesh, where he organized, led, and even sometimes won rickshaw races in the streets of Dhaka. His daughter, Nicola, was born during that time.

The family next moved to Kazakhstan, where Mr. Newton added the regional democracy, human rights, and governance programs to his portfolio. He also added a son to the family, Simon. And he added a new extracurricular pursuit,

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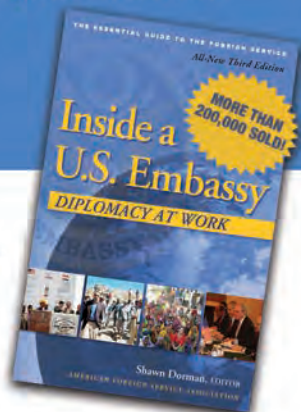
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climbing the Altai and South Ural Mountains and paragliding down.

Next the family moved to Ghana, where Mr. Newton was the deputy mission director in Accra. They then moved north to Mali, where he led the bilateral mission as mission director. It was a challenging time due to terrorist violence.

As his assignment in Mali came to a close, Mr. Newton jumped at the chance to put on his democracy development hat and take an assignment in Afghanistan.

After retiring in 2009, Mr. Newton undertook short-term assignments for USAID in West Africa, Indonesia, Ukraine, the Democratic Republic of the Congo, Egypt, Haiti, Timor Leste, and Burkina Faso.

He and his spouse settled back in Madison, Ga., where they resurrected an antebellum mansion and grounds that had been in the Newton family for more than 100 years. The mansion was used for filming the movie "Warm Springs."

Mr. Newton's friends and family recall him as "tireless, warm, crazy fun, and a great friend, husband, father, and son" who will be missed and remembered.

Mr. Newton is survived by his wife of 33 years, Betsy Wagenhauser, and children Nicola and Simon Newton.

■ **Omero Sabatini**, 92, a retired Foreign Service officer with the Foreign Agricultural Service (FAS), died peacefully at home in Alexandria, Va., on March 5, 2024.

Born in Indiana in 1931, Mr. Sabatini lived in Italy from 1934 until 1954, when he returned to the United States. He was a graduate of the University of Rome and the University of Chicago.

Before joining FAS, Mr. Sabatini served as an economist with the Economic Research Service of the Department of Agriculture and an international economist in the Africa Division of the Department of Commerce.

Mr. Sabatini received his Foreign Service commission in 1981 and served with the Foreign Agricultural Service in Brussels, Lisbon, Algiers, and Washington, D.C.

While working for the government, he traveled on official assignments to most Western European countries, Canada, and several Asian nations.

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He served occasionally as an Italian-language interpreter at the highest levels of government, and he published numerous booklets and articles on international trade and the agricultural economy of foreign countries.

Following his retirement in 1994, Mr. Sabatini devoted much of his time to promoting and celebrating Italian culture and language. Besides writing many human-interest articles in both English and Italian, in 2002 he published *Promise of Fidelity*, a new translation and adaptation of Alessandro Manzoni's novel *I Promessi Sposi*, to critical acclaim in the U.S. and abroad.

He also served as president of the Italian Heritage Lodge of the Sons of Italy, president of the Abruzzo and Molise Heritage Society, treasurer of the Italian Cultural Society of Washington, D.C., and as a member of the parish council of the Holy Rosary Catholic Church in Washington, D.C.

Mr. Sabatini is survived by his wife, Belinda Ekiko; stepson Tanyi-Tong Terrell; sons Beppe and Sean Sabatini; daughter Maria Sabatini; and many other relatives in the U.S. and Italy.

■ **Mary Elizabeth "Betty" Swope**, 79, a retired Foreign Service officer, passed away on March 9, 2024, of congestive lung failure.

Ms. Swope was born on March 11, 1944, at Columbia Hospital in Washington, D.C., and grew up in Arlington and Herndon, Va. She earned a B.A. from Mary Baldwin College and an M.P.A. from the John F. Kennedy School of Government at Harvard University.

She is also a graduate of the Industrial College of the Armed Forces at Fort McNair and the Senior Seminar of the U.S. Department of State.

A woman ahead of her time, Ms.

Swope joined the U.S. Foreign Service in 1967, looking for a career that allowed her to travel and to serve her country. She served with dedication and distinction in Portugal, Spain, Mexico, France, and Egypt. She was twice appointed to serve as consul general (Cairo and Guadalajara) and also worked in Washington, D.C., as director of consular training at the Foreign Service Institute, U.S.-Mexico border coordinator, and deputy director of management operations.

In the Consular Affairs Division of the the State Department's Office of Legal Advisor, she worked with state and local law enforcement on U.S. treaty obligations when foreign nationals are arrested in the U.S.

Ms. Swope was especially committed to consular work and assisting Americans as they worked and traveled overseas.

Over the years, she was the recipient of many State Department awards and was an active member of Executive Women at State and the Mentor Program. She believed one of her most important roles was assisting new generations of State Department staff moving forward in their careers.

Ms. Swope will long be remembered as a friend and mentor to innumerable junior personnel and individuals interested in diplomatic careers.

In retirement, she continued to serve as a mentor to many and was a member of Diplomatic and Consular Officers Retired (DACOR) and the Associates of the American Foreign Service Worldwide (AAFSW), for whom she managed the jewelry section of its annual book fair.

Ms. Swope was predeceased by her parents, Ralph R. Swope and Elizabeth Anderson Swope, and one brother, Ralph R. Swope Jr.

She is survived by her husband of 43 years, Patrick F. Kennedy—a retired mem-

ber of the Foreign Service and a former under secretary of State for management—whom she married on Jan. 31, 1981, in the Bethlehem Chapel at the Washington National Cathedral. She is also survived by her brother John W. Swope.

In lieu of flowers, contributions in Ms. Swope's name may be made to the Associates of the American Foreign Service Worldwide, Suite 214, 4001 9th Street North, Arlington VA 22203.

■ **Cornelius Calnan "Neal" Walsh**, 74, a retired Foreign Service officer, passed away on May 18, 2023, in Fredericksburg, Va.

Born in rural Connecticut on Sept. 18, 1948, Mr. Walsh possessed a love of books that propelled him into the world of history and international relations. He graduated from Syracuse University with a degree in Russian studies and a fluency in the language acquired during his studies in Leningrad (now St. Petersburg).

Mr. Walsh joined the Foreign Service in 1972. His career path took him from the United States Information Agency to public diplomacy, where he melded diplomacy with his Irish ebullience into a career and life for which he seemed born.

On every continent, Mr. Walsh took it as his personal responsibility to shake every hand and speak to every person at any time about foreign policy and democracy. When welcoming incoming officers, he would assure them that they had "the best job in the world."

Mr. Walsh served in Warsaw, Lubumbashi, Krakow, Gaborone, Yaoundé, Bonn, Geneva, and in the office of the Secretary in Washington, D.C.

After retirement he took positions with the Reemployed Annuitant Program (formerly known as WAE), serving in Mauritania, Burkina Faso, Zambia, Zimbabwe, Namibia, and Australia.

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Mr. Walsh was proud of the refugee children he mentored from elementary school to adulthood. He forged lifelong friendships and was a front porch icon in his Fredericksburg community and a faithful member of his coffee and book groups. When not reading, he found delight in his woodworking projects and his rose garden.

Family members recall his disarming personality, penchant for storytelling, fearlessness, love of history and foreign affairs, strong moral code, and unbounded generosity. Mr. Walsh was, as one daughter explained, “unapologetically himself.”

Mr. Walsh is survived by his wife, Kathleen; his daughters, Catherine, Bridget, and Frances; their spouses; and his grandchildren.

■ **Sarah Evelyn Wright**, 75, a retired education specialist with USAID, died on Jan. 28, 2024, in Chicago, Ill., after a brief and unexpected illness.

Ms. Wright was born on Dec. 9, 1948, in Marianna, Ark., to Lavurn and Simmie Wright Sr. She spent her youth in St. Louis and Chicago.

After graduating from DuSable High School in Chicago, she moved to the San Francisco Bay Area, where many relatives lived, to attend college. She graduated from California State University, Hayward, with a B.A. in history in 1974 and earned an M.A. in multicultural and bilingual education in 1976.

In 1982 Ms. Wright joined the Peace Corps and served in Gaborone. Following her time in the Peace Corps, she worked for the Botswana Council of Women.

Upon returning stateside, she attended Teachers College, Columbia University, and graduated with both a master’s degree and a doctorate in education (Ed.D.) in 1988.

After a brief stint working for the Anti-Defamation League in New York City, Ms. Wright joined the School of Education faculty at California State University–Fresno in 1989.

In 1991 Ms. Wright joined USAID as a regional education officer, serving in Guatemala City (1995–1998), Lilongwe (1998–2002), Islamabad (2002–2005), Nairobi (2005–2009), and Washington, D.C.

After retiring from USAID in 2011, Ms. Wright settled in Chicago, making her home in the Hyde Park district. She was an active member of the University of Chicago Service League, a parishioner and volunteer of St. Thomas the Apostle Catholic Church, and a regular book club member.

Recently she volunteered with Catholic Charities to help new immigrants find housing. She also served on a committee to establish a Chicago charter school focused on science, technology, engineering, arts, and math.

Ms. Wright was an avid traveler, often going on adventures with her younger sister, Dorothy. The sisters traveled to many places, including Kenya’s Masai Mara, Paris, Seville, Cape Town, and London.

Ms. Wright was deeply devoted to family and was considered a role model by many of her nieces and nephews.

She is survived by her older sister, Samella Johnson, of Long Beach, Calif., and a younger brother, Al-Pierre El, and a younger sister, Dorothy Lazard, both of Oakland, Calif. ■



If you would like us to include an obituary in In Memory, please send text to journal@afsa.org.

Be sure to include the date, place, and cause of death, as well as details of the individual’s Foreign Service career. Please place the name of the AFSA member to be memorialized in the subject line of your email.

Moderation as a “Fighting Creed”

Why Not Moderation?

Letters to Young Radicals

Aurelian Craiutu, Cambridge University Press, 2023, \$24.95/hardcover, e-book available, 260 pages.

REVIEWED BY KEN MOSKOWITZ

If you believe that political and social polarization is the chief threat to America today, Aurelian Craiutu has written an important and hopeful book.

Craiutu, a professor of political science at Indiana University, has structured his book, *Why Not Moderation?*, in the form of dialogues between a scholar of moderate views and two young radicals of the far left and far right—Lauren and Rob, respectively.

Both young radicals are inclined to “dump” Western liberal democracy in favor of something else. He plumps for political moderation, which he acknowledges is difficult to define but makes many attempts at it in this book.

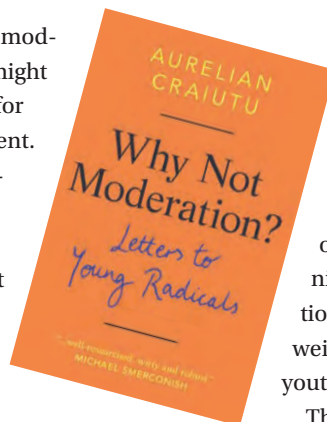
Craiutu does not challenge Lauren and Rob to explain what alternative political and social system they prefer to liberal democracy. He may well believe, along with Jonathan Haidt and other psychologists and philosophers, that direct intellectual challenges rarely change political ideologies because they are rooted in deeper intuitions or values based on personal experience.

Instead, he writes letters to the passionate youths acknowledging the various social and political flaws in our liberal democracy that they cite. He then pivots to the many faces of moderation (the subject of one of his earlier books), in their historical and current guises. This broadly clarifies for Lauren and Rob—

and the reader—what moderation is and how it might be the go-to ideology for our current predicament.

But Craiutu’s arguments and letters are for the most part a gentle admonishment to the headstrong young people. His strategy is consistent, as we learn, with both the character and values of a moderate. He does not pretend to offer a deft polemical rejection of radicalism or arguments that will immediately solve our emotionally charged polarization.

One of the chief virtues of the book is how well Craiutu articulates the beliefs of the young radicals by quoting them at some length. They don’t seem to accept his counterarguments by any measure, and his responses take two primary paths.



understands that the students lack his own wider experience of living under both a liberal democracy and a less tolerant regime. Craiutu grew up under the brutal dictatorship of Nicolae Ceausescu in communist Romania, so perhaps his cautionary message should carry some weight with the fortunate, privileged youth of America.

The book’s real merit is the exposition of the history of moderation as an idea, and a “fighting creed,” not the refuge of milksops or timid souls. Separate chapters introduce the concepts of trimming, compromise, centrism, eclecticism, pragmatism, and civility, and explain how they are components of moderation.

One learns to see the value of moderation in its many dimensions. These well-researched expositions tend to return to prior descriptions of mod-

The book’s real merit is the exposition of the history of moderation as an idea, and a “fighting creed,” not the refuge of milksops or timid souls.

First, he cites august authorities whose views seem to challenge the views of the radicals. These come first in the form of epigraphs that introduce each chapter. Second, Craiutu does not question the radicals’ assumptions or probe for the alternative political systems they imagine, preferring gentle, indirect admonishments to such a riposte.

Although the author is clearly a passionate advocate for political moderation, his soft approach is coherent. He

eration—with repeated references to litmus tests, zero-sum struggles, all-out war, and lowering the temperature of debate—and widen our understanding.

The description of moderation that emerges may even be a bit muddled. Craiutu calls it a personal tone, demeanor, or attitude—but also a set of views about politics and society. He goes well beyond equating moderation with modesty and humility. Moderates are called graceful, humorous, and not

vindictive. They are said to have a sense of the relativity of all things human.

So a moderate is both a person with distinct character traits as well as someone holding a certain worldview. Yet I've known persons with moderate or centrist political views who can be both humorless and moralistic.

There is also the problem of religious belief. Craiutu skirts the issue because the devout or faithful often accept the absolute concepts and teleological theories of history that moderates decry. These beliefs may not be the historicism of Hegel or Marx but rather the Second Coming or Armageddon, which are ideologies in the broad sense and very ardent ones.

Are all orthodox religious believers therefore "zealots," Craiutu's frequent descriptor for nonmoderates? Like some of the American Founders, he consigns religious discussion to a belief in "Providence," presuming that today's surging evangelicals and born-again Christians subscribe to such a flaccid religious doctrine, which is not the case. By this analysis, moderates must be either atheists or agnostics.

In the end, this is a useful and even necessary book for those with open minds on the appeal of moderation as a political philosophy. One can only hope that today's American youth will learn the value of moderation, which could preclude the sort of social upheaval or political violence that they have never experienced.

Ken Moskowitz served in the Foreign Service for 30 years. He holds a Ph.D. in theatre arts from the National Academy of Theatre and Film Arts in Sofia, Bulgaria, and is a former director of the Tokyo American Center. He is an adjunct assistant professor of political science at Temple University's Japan Campus.

The Foreign Policy Ecosystem: A Primer

Foreign Policy Careers for PhDs: A Practical Guide to a World of Possibilities

James Goldgeier and Tamara Cofman Wittes, Georgetown University Press, 2023, \$24.95/paperback, e-book available, 160 pages.

REVIEWED BY JOHN M. GRONDELSKI

My journey to the U.S. Foreign Service began from a breakout session at the Polish Institute of Arts and Sciences annual convention in Washington, D.C., in 1994. Two recruiters discussed careers at the Department of State. They noted that, following the breakup of the USSR, one embassy and one consulate were fast becoming 15 embassies and three consulates, and State had nowhere near those numbers of Slavic language speakers. So they had turned to university faculty with "not bad" results—and were trying again. For me, the rest is history.

This book is pitched to those writing dissertations, those looking for that elusive tenure-track job, and those open to a change from academe (like I was). Collaborating with people in the foreign affairs community who already made that transition, the authors explain what to some might be the black box of the foreign policy ecosystem and its points of entry.

Though aimed at academics, this book is of interest to anyone considering a foreign affairs career and, indeed, to those, such as members of the Foreign Service, who have already made the

choice. In seven chapters and three appendices, the authors offer an overview of the foreign policy community, its structure and ethos, and pathways into it.

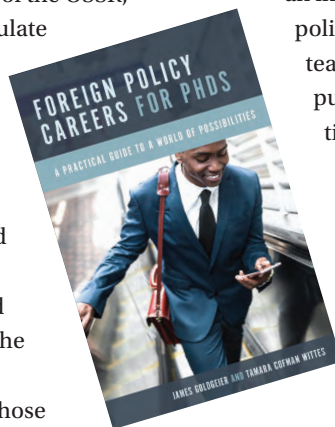
Those already in the foreign policy community will also find this book valuable because of changes in our profession: Today—unlike 30 years ago, when I joined—there is far greater churn into and out of foreign policy work. This book provides road maps in both directions.

Becoming a foreign policy *practitioner* involves understanding similarities and differences in the work: chapter 1 distinguishes working *in* versus working *on* foreign policy. Academic success, especially in the social sciences and humanities, has traditionally been an individual affair; foreign policy is much more about teamwork. Academe values public, individual attribution; foreign policy—at least in its public face—is much more anonymous.

And while depth of expertise is a plus in foreign policy, its practitioners—unlike scholars—do not enjoy the luxury of going

down esoteric rabbit holes "where no one has gone before." Scholarly proficiency as a narrow niche collides with the needs of being a flexible diplomat.

For those who choose the foreign policy community, the authors discuss entrées at different career stages. Graduate students need to decide: Do I really want the work of earning a doctorate first? Maybe the answer is yes, but even in graduate school, the student planning or at least open to a foreign policy career can do things in terms of workshops, programs, internships, and networks



that facilitate a later move. Much of that advice can be adapted to later stages in an academic career.

Discussing the international relations “ecosystem,” the authors—shockingly—make clear that life is bigger than the Foreign Service! They differentiate among the Foreign Service, the Civil Service, political appointments, and other “excepted services,” contractors, fellows, and so on. They also note that State is not the only foreign policy game in town, pointing out how agencies like Commerce, Agriculture, Treasury, Homeland Security, and the intelligence community all have foreign policy equities.

Nor is foreign policy limited to the executive branch. It is also done in Congress (by both individual members and

committees, each with different kinds of staffs). Beyond formal government, there are also the think-tank and lobby worlds, from which many original ideas and alternatives in foreign policy can emerge. Finally, in an increasingly globalized world, the private sector (including foundations) also needs experts in all manner of countries, regions, and issues.

The authors not only describe the foreign policy elephant to the blind scholar but also offer practical advice on how to break into and succeed in that world. Their counsel includes such things as how to translate abstruse academic skills into terms like “negotiated,” “analyzed,” “persuaded,” and “solved” that the policy community understands and values, as well as discussion of networks, interper-

sonal skills, communications styles, and where to look for jobs.

They also tender actionable advice on how to make a difference when starting out on the job in the foreign policy world. They speak to the challenges of work/life balance—both in terms of how the problem differs from that in the academy and its varying shape at different stages in a foreign policy career.

And they even offer ideas about how to translate international experience back into academic terms for those who inexplicably decide to cross back over the pass from foreign policy Shangri-La. ■

John M. Grondelski, a Foreign Service officer, is currently a Pearson Fellow in the office of U.S. Senator Ted Cruz (R-Texas).

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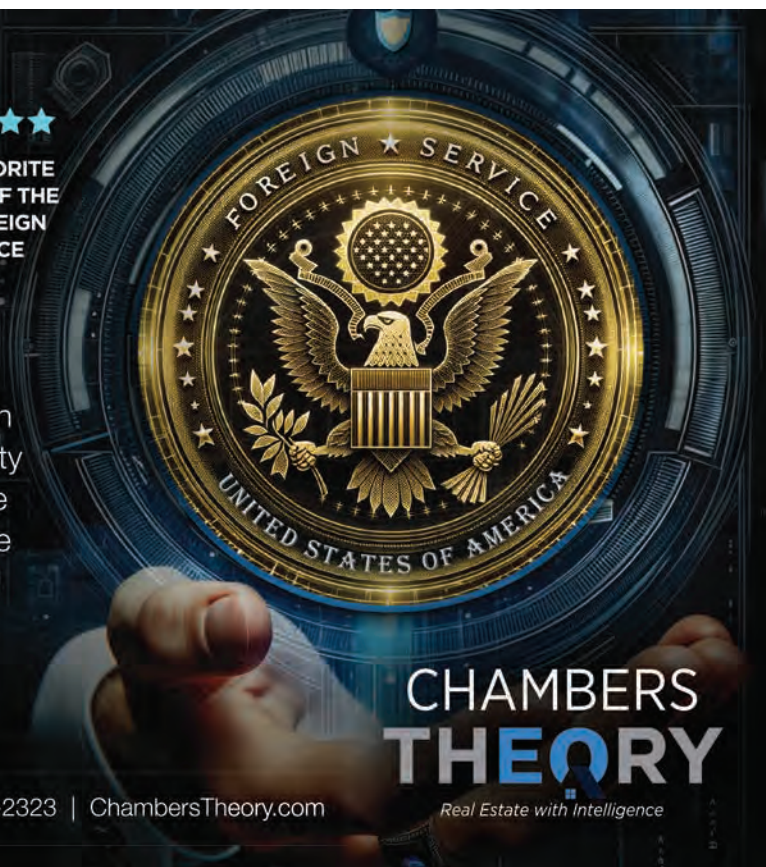
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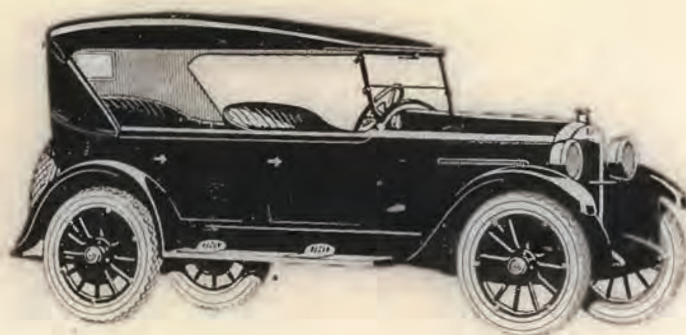
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Raising Children in East Berlin

BY OTHO ESKIN

In 1977, accompanied by my wife and four children, I was assigned to the U.S. embassy in East Berlin, the capital of what was then the German Democratic Republic.

Our house was on a street that extended from East to West Berlin. In August 1961, the East German regime began construction of a wall to divide the city. A neighbor told me that on the night construction began, she walked the few blocks from her home to observe what was happening.

She considered making a run for it but lost her nerve. Consequently, she was stuck in the East for the next three decades. In between the two 14-foot-high walls, guarded by watchtowers, lay the Death Strip. Over the years, some 140 people were killed trying to escape.

My children were aware of such atrocities and the fact that, though we lived alongside East Germans, we and they were worlds apart. That wall symbolized a chasm that not even innocent youth could breach.

"I was very conscious of our privileged position, being diplomats and U.S. dependents on top of that," my daughter Neal remembers. Beyond having the freedom to travel to and from the West, Americans had other reminders of their status. "The trash was collected by a different service. I was a little weirded out by that."

As a teenager, Neal had many uncomfortable conversations with her East Berlin peers. At the time, she presumed it was because her German was poor. She now realizes they may have deemed it dangerous to speak to her, an American.

Her sister, Katherine, who was 10 when we arrived, has similar memories. "I knew it was truly something to move freely on both sides of the Wall," she says, adding that while East Berliners lived in constant fear, her family was hosting dinner parties.

These get-togethers excited her, both because she received gifts and because she knew that the attendees shared freedom. "I felt like something important was transpiring during those occasions, and somehow I was part of it."

While Katherine knew that our phones were tapped and that certain neighbors had been recruited as informants, she never really worried about the surveillance. "Mostly I felt sorry for the poor souls who had to listen to tween-me prattle on with my girlfriends on the phone."

The only routes between East and West Berlin were a strictly controlled subway and a limited number of checkpoints manned by heavily armed guards. My kids attended school in West Berlin, so they traveled daily through these checkpoints, including the famous Checkpoint Charlie.

The younger ones went by a bus operated by the U.S. embassy. Whenever the bus crossed into the West, East German security guards boarded to see that no East Germans were onboard. Sometimes the bus driver failed to appear at the end of the school day to transport the kids back East. The kids assumed he had defected to the West.

My older kids traveled back and forth using either Checkpoint Charlie or the Friedrichstrasse train station, where they could catch the U-Bahn or S-Bahn systems. Because East Germans were forbidden to ride the trains unless they had special privileges, the Friedrichstrasse station became a border-crossing checkpoint. My kids could ride either train, and when on the U-Bahn, they passed many deserted platforms where the trains never stopped. These were known as ghost stations.

Katherine recalls being stranded in the West, though it was often because she'd missed the shuttle bus. "I remember spying for diplomat car plates in the parking lot," she recounts. "I'd linger to see if I could bum a ride back to East Berlin. I trusted people associated with the diplomatic corps. It felt like we were part of a community."

People sometimes ask if my children suffered trauma living in East Berlin. I reply that they took the situation in stride, for the most part having the same preoccupations as their stateside peers: schoolwork and friends.

In fact, they benefited from the experience, learning what freedom really means. ■



Otho Eskin is a former Foreign Service officer who served in Syria, Yugoslavia, Iceland, and the German Democratic Republic, where he was political counselor. During his career, Eskin was a U.S. delegate to numerous United Nations conventions, including the Conference on the Law of the Sea and the Committee on the Peaceful Uses of Outer Space.

LOCAL LENS



The Sheldrick Wildlife Trust in Nairobi works in partnership with the Kenya Wildlife Service to rescue young elephants, rhinos, and other animals left orphaned by illegal poaching and other forms of human-wildlife conflict. These elephants, ages 2 to 4, were playing in the mud during feeding time at the orphanage in Nairobi. The trust was established in 1977 by Daphne Sheldrick, a British Kenyan conservationist. She named it in honor of her late husband, David, who had served as a founding warden of Tsavo, the largest national park in Kenya. ■

Armando L. Muir is a Foreign Service information management officer (IMO) serving as the diplomatic technology officer at the U.S. embassy in Suva, Fiji. After he found an old camera in his father's closet, photography became his love, second only to vintage Japanese cars. This photo was taken in December 2023 using an Olympus OM-D camera.

Please submit your favorite, recent photograph to be considered for Local Lens. Images must be high resolution (at least 300 dpi at 8" x 10", or 1 MB or larger) and must not be in print elsewhere. Include a short description of the scene/event as well as your name, brief biodata, and the type of camera used. Send to locallens@afsa.org.

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